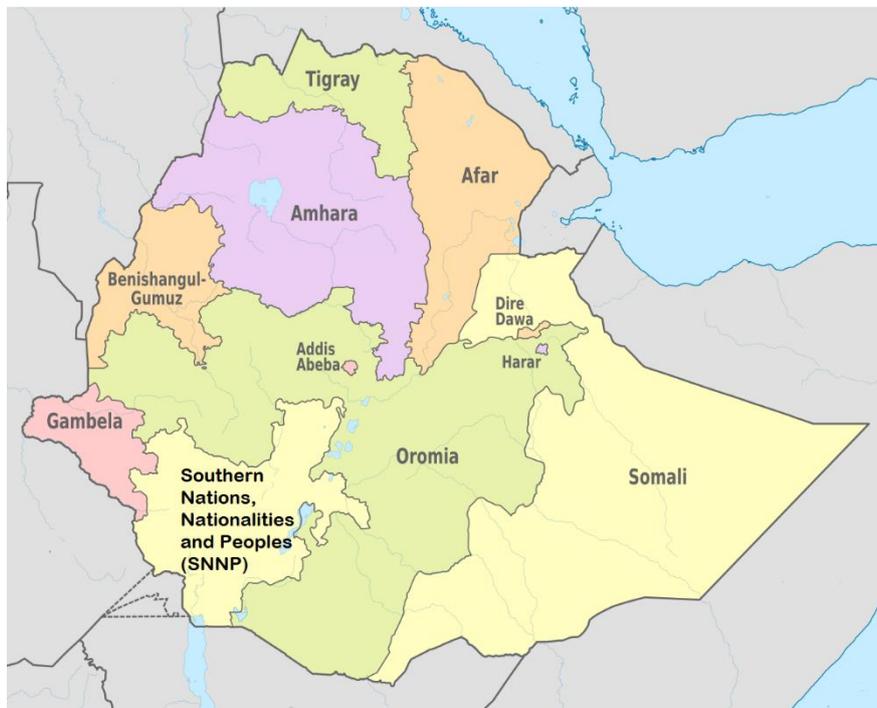


# Joint Strategic Framework Ethiopia



UPDATE 2017

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## 0. Abbreviations

CSO	Civil Society Organisation
IA	Institutional Actor
JCA	Joint Context Analysis
JSF	Joint Strategic Framework
JSG	Joint Strategic Goal
MFI	Micro Finance Institution
NGA	Non-Governmental Actor
SDG	Sustainable Development Goal

## 1. Introduction

This Joint Strategic Framework (JSF) draws from the Joint Context Analysis (JCA) of Ethiopia which was approved by the Belgian Minister of Development Cooperation, Mr. De Croo, in December 2015. All elements mentioned hereafter are elements that have been elaborated in the JCA. The following elements will not be repeated in this document (see JCA parts A, C, D, E): detailed context analysis, analysis of relevant actors and potential partners, analysis of context related risks, analysis of gender and environment, and the way the JSF was developed (and the role of local actors in this process). A number of elements have already been developed in the JCA to some extent (parts E & F), but will be detailed in this document: (a) joint strategic goals, (b) synergy and complementarity between organisations. Some elements were already explained in the JCA but will also be presented in this JSF as they are crucial for the 2017-2021 programming period: the way the different actors want to contribute to strategic goals and their development relevance (confer Theory of change as described in chapter 8 of the JCA, p.61-71).

There were 7 organisations that have participated in this Joint Strategic Framework (see annex 1 for a list of participants). In order to arrive at the original 2016 JSF, the participants followed the methodology that was developed by the sector, and that was presented on February 8 in the form of a manual. VLIR-UOS was the lead organisation for both the JCA and the JSF. Many e-mails, conversations, exchanges with partners and 1 meeting in Brussels preceded the finalisations of the JSF Ethiopia. Since the local partners were largely involved in the development of the JCA (e.g. through a local workshop) and in the ongoing development of the programs, there was no formal partner consultation organized at the level of the JSF (as was also agreed upon at NGA level) but participating organisations were able to connect with their partners in the elaboration of the 2016 JSF. As required, an update of this JSF was elaborated in preparation of the Strategic Dialogue 2017 (14 September 2017, Addis Abeba). This update was prepared by the lead organisation (VLIR-UOS) and discussed among the actors in a preparation meeting on 28 August 2017.

Most organisations who participated in the elaboration of this JSF, got their Ethiopia programme approved by DGD (be it with substantial budgetary reductions). 'Eucord', 'Apopo' and 'Rotary Clubs for Development' (the latter only joined the process after the finalisation of the JSF 2016) intended to submit an Ethiopia programme to DGD, but were not listed as eligible DGD partner or didn't get their Ethiopia programme approved.

Most of the organisations also develop activities in Belgium; their partners and their interventions in the South have an impact on their activities in the North; as such they nourish and legitimize the activities in Belgium.

## 2. Joint strategic goals

In the Joint Context Analysis of Ethiopia, actors have identified different sectors: agriculture, health, higher education (incl. research), culture and justice and human rights. For the Joint Strategic Framework of the 2017-2021 period, the organisations involved in the sectors agriculture, health and higher education (incl. research) will continue their activities in Ethiopia. The organisations involved will align their strategies to 3 joint strategic goals. The transversal themes gender and environment are integrated in the approaches under the different joint strategic goals. All activities of the actors in this JSF implicitly aim at contributing to the priority themes: “consolidation of society” and human rights.

### Summary of Joint Strategic goals (JSG):

<b>JSG 1</b>	Increase food and nutritional security by promoting equitable and sustainable climate-smart agriculture and rural development (cfr. SDGs 1,2 and 10)
<b>JSG 2</b>	Ensure and improve the access to knowledge, improve research and stimulate innovation by reinforcing local capacities, in order to contribute to development (cfr. SDG's 4 and 9)
<b>JSG 3</b>	Improve the prevention, diagnosis and treatment of tropical and poverty related diseases (cfr. SDG 3)

### Summary of the organisations contributing to the Joint Strategic Goals (JSG)

Contribution of every CSO(s) and/or IA(s) per organisation ...	
<b>BOS+ (JSG 1 &amp; 2)</b>	<b>BOS+</b> aims to break the vicious circle of increasing poverty and land/forest degradation by appropriate capacity building of the involved governmental and non-governmental actors and by facilitating sustainable management and restoration of forest resources so that people can improve their living conditions in harmony with their surrounding natural resources. Within the framework of the three ‘Rio Conventions’, BOS+ focusses on the role of trees and forests.
<b>Caritas International (JSG 1)</b>	<b>Caritas International</b> is working for world peace, solidarity and justice. In Ethiopia, as elsewhere, this broader goal is pursued, in collaboration with our Ethiopian partners, through humanitarian aid and rehabilitation support for populations affected by crises or natural disasters and programs for improving food and nutritional security and incomes of smallholders and other rural households. Focus in our development activities is on sustainable smallholder farming, livelihoods improvement and diversification, nutrition and building capacity for self-determination.
<b>ITM (JSG 2&amp;3)</b>	The <b>Institute of Tropical Medicine</b> aims to strengthen the rational basis for human and animal healthcare in developing countries. Core tasks include education in tropical medicine; and research on biomedical, clinical and operational aspects of tropical diseases. The main (direct) beneficiaries of The Institute of Tropical Medicine are Higher Education Institutions, Schools of Public Health, national health programs, academics and students.
<b>SOS Faim (JSG 1)</b>	<b>SOS Faim</b> is specialized in supporting rural organizations in Africa and Latin America through strengthening of their capacities. In Ethiopia, its support focuses, through multi-stakeholders approach, on coaching farmers ‘initiatives, like cooperatives, and on promoting the access of farmers to adequate financial services, helping (micro) financial institutions to reach out remote areas.
<b>VLIR-UOS (JSG 2)</b>	<b>VLIR-UOS</b> supports partnerships between universities and university colleges, in Belgium and in the South, looking for innovative responses to global and local challenges. The main beneficiaries are Higher Education Institutions, academics and students. In Ethiopia, VLIR-UOS interventions focus on areas of ‘Food security and agriculture’, ‘Environment and water’, ‘Economic and social development’ and ‘Health’.

## 2.1 Joint Strategic Goal 1

**Joint Strategic Goal 1: Increase food and nutritional security by promoting equitable and sustainable climate-smart agriculture and rural development (cfr. SDGs 1,2 and 10)**

### 2.1.1 Contribution of CSO's/IA's to the Joint Strategic Goal

Contribution of CSO(s) and/or IA(s) per strategic goal. Actors will contribute to the Joint Strategic Goal by ...		CSO/IA
<b>1A</b>	...increasing the productivity of smallholder farmers (in a broad sense) in a socially, environmentally and economically sustainable manner, ensuring women's empowerment.	Caritas International, SOS Faim, BOS+
<b>1B</b>	... strengthening the capacities of farmers' and rural producers' organisations (technical, commercial, managerial, advocacy, gender capacities)	Caritas International, SOS Faim, BOS+
<b>1C</b>	... improving the storage and processing of agricultural (crop and livestock) and forestry products (and their added value), with low environmental impact	Caritas International, SOS Faim, BOS+
<b>1D</b>	... improving the access to adequate financial services for the rural Ethiopian population with a focus on rural women and youth	SOS Faim, Caritas International
<b>1E</b>	... improving water, sanitation and hygiene through promoting availability of and access to safe drinking water, improved hygiene and sanitation practices and improved food utilization.	Caritas International
<b>1F</b>	... enabling local authorities to become promotor of inclusive and sustainable rural development (incl. the management of forest resources)	BOS+, Caritas International
<b>1H</b>	... strengthening household and community Disaster Risk Response capacities and resilience through early warning, climate-smart agriculture and innovations, participatory integrated watershed management, and income generating activities in particular for the most vulnerable (youth, unemployed, landless, female-headed households, caste-like marginalized groups, ...).	Caritas International
<b>1I</b>	... forest restoration of degraded areas, sustainable management and conservation of remaining forest areas.	BOS+
<b>1J</b>	... reducing incentives for "distress" and unsafe migration through awareness raising, reintegration counselling and promoting sustainable rural livelihoods (see 1A to 1I).	Caritas International

### 2.1.2 Development Relevance

The agricultural sector employs over 80% of the active Ethiopian population, while accounting for about 47% of the GDP and contributing substantially to the country's export earnings. Ethiopia is the biggest coffee producer in Sub-Saharan Africa and coffee is a major crop in Ethiopia's agriculture, with over 15 million people depending directly or indirectly on its production. Grains, pulses, ensete, fruits and vegetables are also main products of agriculture, with flowers becoming a new source of export revenue. More than 90% of the population lives above 1300 metres, which is considered a threshold for rain-fed

agriculture. Protection of crops during drought is thus often hampered by lack of water storage and irrigation facilities. Many farmer communities are relatively isolated from markets, posing evident problems for the commercialisation of their agricultural produce. During the past years the national focus was on the drought prone areas, primarily to tackle food insecurity problems. This sacrificed the overall agricultural growth due to the lack of parallel attention in relatively better rain fed areas. This has partially contributed to the inability of the sector to meet the desired level of food security and poverty reduction.<sup>1</sup> (cfr. JCA chapter 3, 3.5 analysis of the themes of intervention, p.21)

The current national policies are guided by the Agricultural Growth Program (2010/11–2014/15) (AGP). The AGP (cfr. JCA chapter 3, 3.5 analysis of the themes of intervention, p.22) aims primarily at increasing agricultural productivity in a sustainable manner, enhancing market performance and facilitating value addition in selected targeted areas. The program targets smallholder and medium scale farmers, female headed households and youth. Local NGOs are therefore encouraged to:

- Support the implementation of the national agriculture development policy with financial provisions, especially through collaboration with international funding agencies.
- Build the capacities of the local governments' agricultural offices.
- Provide functional, practical and productive education and improved agricultural technologies as well as inputs and improving access to markets for small-scale farmers.
- Facilitate the linkages of farmers to markets and promote local value addition.
- Take into account the priority of women and youth when defining target populations.

Because the agricultural sector plays a central role in Ethiopia's economy and society, supporting this sector is considered to be highly relevant. It is also strongly linked to the SDG's 1,2, and 10. The challenges faced by smallholder and other rural (notably, landless) households have been communicated as priorities of the local partners during the JCA process:

- Chronical and transitory food insecurity due to severely limited access to land and other assets and weak resilience to drought to be tackled by 1) promoting improved crop varieties and livestock breeds accompanied by small-scale irrigation and soil & water conservation, and 2) encouraging value addition to agricultural products by promoting their storage, processing and marketing;
- Commercialization bottlenecks to be tackled by strengthening farmers' organizational and technical capacities and access to financial services to engage with input and output markets;
- Limited access to safe drinking water and prevalence of inadequate hygiene and sanitation ;
- Increased climate change vulnerability risking to generate 'climate refugees';
- Increased landlessness and unemployment among rural youth who seek to migrate and risk becoming victim of human trafficking

## 2.2 Joint Strategic Goal 2

**Joint Strategic Goal 2: Ensure and improve the access to knowledge, improve research and stimulate innovation by reinforcing local capacities, in order to contribute to development (cfr. SDG's 4 and 9)**

### 2.2.1 Contribution of CSO's/IA's to the Joint Strategic Goal

Contribution of CSO(s) and/or IA(s) per strategic goal. Actors will contribute to the Joint Strategic goal by ...	CSO/IA
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<sup>1</sup> Van Hoof & Asfaw, (2013). Farmers Marketing Organization Project in Tiro Afeta, Omo Nada, Kersa Districts in Jimma zone, Oromia Regional State Ethiopia – Mid-term evaluation

<b>2A</b>	...improving the quality of tertiary education through capacity building	VLIR-UOS, ITM
<b>2B</b>	... improving research practices of higher education institutions through capacity building	VLIR-UOS, ITM
<b>2C</b>	... improving extension (of new knowledge/innovation) by higher education institutes through capacity building	VLIR-UOS, ITM
<b>2D</b>	... strengthening individual capacities through scholarships	VLIR-UOS, ITM
<b>2E</b>	... aiming to achieve relative gender equality within the attribution of scholarships and the support of scholars	VLIR-UOS
<b>2F</b>	... providing incentives to higher education institutions to organise specific trainings and research focusing on gender, or environmental sustainability	VLIR-UOS, BOS+
<b>2G</b>	... motivating actors to design their projects and programmes in an environmentally sustainable and gender equal way in relation to the country context	VLIR-UOS, BOS+

## 2.2.2 Development Relevance

According to the National Growth and Transformation Plan (2014/15), higher education is a priority in Ethiopia (cfr. JCA chapter 3, 3.5 analysis of the themes of intervention p.24-25). After a phase of rapid expansion of the size and the number of universities (triggered by considerable government investments in the HE sector), the priority now is to ensure quality and relevance. Quality higher education cannot exist without quality research, because research feeds higher education as well as (government) policies. Moreover, Ethiopian science policy recognises universities as prime research institutes on national level. Consequently, strengthening higher education in order for higher education institutes to become drivers of change is extremely relevant in Ethiopia. More generally, the link between support to higher education and development has been illustrated before (cfr. JCA chapter 5, analysis of the local civil society, p.43-44). It contributes to the development of a stock of labour with the necessary skills (relevant to different sectors). A critical mass of HR with the necessary skills and knowledge can be a driver of change in the development of Ethiopia.

Strengthening research capacity contributes to new knowledge and know-how and creates the necessary conditions for innovations in different themes/sectors. But, almost all Ethiopian universities have a weak research capacity, a problem linked with the limited institutional culture of research (see JCA p.43). New knowledge - and the extension of new knowledge to local communities, government and the private sector – has the potential to contribute directly to the development objectives of a country. It is also a crucial factor in being able to find solutions to local and global challenges. It allows countries to develop new technologies themselves or to adopt and adapt foreign technology.

The priorities and approaches mentioned above were also communicated as priorities of the local partners during - amongst others - the JCA process. They have also been identified as priorities in the framework of the UN Sustainable Development Goals (cfr. 4 & 9).

## 2.3 Joint Strategic goal 3

**Joint Strategic Goal 3: Improve the prevention, diagnosis and treatment of tropical and poverty related diseases (cfr. SDG 3)**

### 2.3.1 Contribution of CSO's/IA's to the Joint Strategic Goal

Contribution of CSO(s) and/or IA(s) per strategy. Actors will contribute to the Joint Strategic goal by ...		CSO/IA
<b>3A</b>	...improving the quality of and access to health care, taking into account gender relationships	ITM
<b>3B</b>	...improving community ownership and participation on health, taking into account gender relationships	ITM
<b>3C</b>	...improving linkages among health facilities, academics and research institutions	ITM
<b>3D</b>	...looking for innovative scientific solutions for local problems , taking into account gender relationships	ITM
<b>3E</b>	...improving the evidence base of medical decisions and policy making	ITM

### 2.3.2 Development Relevance

Given the strong and clear link with development, health plays a central role in the MDGs and SGDs (SDG 3). In Ethiopia (cfr. JCA chapter 3, 3.5 analysis of the themes of intervention, p.25-26), tropical and poverty related diseases are the main contributors in terms of mortality and morbidity. Improving health care delivery is a vital way to improve health. This entails improving quality of and access to health care, with close involvement of the community and good linkage between all stakeholders. Improved teaching and research capacities contribute to better and evidence-based health care delivery.

A huge number of tropical and poverty related diseases affect people in Ethiopia. Besides HIV-AIDS, tuberculosis and malaria, Ethiopia also carries a high burden of neglected tropical diseases (NTDs). Antibiotic resistance is also an emerging problem; the prevalence of malnutrition is high, especially in children. Better health care delivery for all these conditions would thus improve population health, which is a vital prerequisite for development. Ethiopia is one of the 22 high TB-burden countries with an estimated TB prevalence of 200 per 100,000 individuals, reflecting around 200,000 TB patients in 2014. The case detection is estimated at 60%. Addis Ababa has the highest patient load and highest throughput of presumptive TB patients in the country.

The priorities and approaches mentioned above were also communicated as priorities of the local partners during - amongst others - the JCA process.

### 3. Synergy and complementarity

We identify three levels of synergy and complementarity: Information level (sharing information, expertise on different themes, methodologies, issues and regions); operational level (relates to efficiency, can entail shared offices, logistics, ICT systems or personnel, etc.) and strategic level (relates to effectiveness and impact, can be created by the implementation of a programme by two or more organisations; the complementarity of two programmes (1+1=3) or by the contributions of an organisation to another programme). For 2017, an update is given in the additional columns.

3.1 Synergy and complementarity - Information level	Between the CSO's /IA's ("us")	Update 2017	Between "us" and international actors	Update 2017	NAME ORGANISATION (will not be submitted to DGD end of April)
<b>General:</b> A country forum consisting of Belgian IA's and CSO's active in Ethiopia is organised at least once a year	X	Forum among IA's / CSO's active in Ethiopia on theory of change will be organised first half of 2018, to improve a common understanding of the methodology, to get to know each other's ToC			VLIR-UOS, Caritas International, ITM, SOS Faim, BOS+
<b>General:</b> IA's and CSO's who work(ed) with the same partner will share information in order to work complementary and to elaborate new synergies	X	Communication to exchange information on each other's country programmes is ongoing; during the next SD in September, each actor will present its programme			VLIR-UOS, Caritas International, SOS Faim, ITM, BOS+
<b>JSG1:</b> Other CSO's/IA's are invited in programme formulation workshops so expertise and information can be shared	X	In April 2016, the CI country representatives participated in the programme formulation workshop of SOS FAIM, and 1 of the partners of SOS Faim participated in the programme formulation of the CI programme			Caritas International, SOS Faim

<p><b>JSG2:</b> Actors share the results of research with other actors (for potential extension/upscaling).</p>	X	<p>The results of research undertaken in the framework of the 5-year programmes will be shared as soon as they become available</p>	X	Idem	<p>VLIR-UOS ITM, BOS+, Caritas International, SOS Faim</p>
<p><b>JSG2:</b> Encounters between CSO's/IA's and the academic world will be stimulated in order for interested academics and other actors to meet each other and seek opportunities for complementarity and synergy.</p>	X	<p>VLIR-UOS invited CSO's/IA's for the launch of the new Institutional programmes at Bahir Dar and Arba Minch; Moreover, VLIR-UOS is currently developing a format to facilitate exchange between academics active in a certain country (country forum). Other actors will be involved in this platforms as well;</p> <p>Academics of Mekelle University participated in the BOS+ programme formulation; CI had several bilateral meetings with academics from MU and Adigrat in preparation of the programme formulation</p>			<p>VLIR-UOS, SOS Faim, BOS+, Caritas International, ITM</p>
<p><b>JSG3:</b> The health NGA's will make their (international) health network available to other health and research actors</p>	X	<p>Meeting took place between ITM and academics active in Ethiopia to exchange information on health network, with a focus on nutrition and leishmaniasis</p>	X		<p>ITM; VLIR-UOS; CI</p>

3.2 Synergy and complementarity - operational level	Between the CSOs /IA's ("us")	Update 2017	NAME ORGANISATION (will not be submitted to DGD end of April)
<b>General:</b> Office spaces can be shared in order to improve communication and limit costs (in case an actor would need new office space)	X	SOS FAIM now contracted a technical adviser on consultative basis, who doesn't need an office hence this synergy becomes irrelevant. Moreover, the other actor with whom this synergy was proposed, was not accredited by DGD (EUCORD)	SOS Faim

3.3 Synergy and complementarity - strategic level	Between the CSOs /IA's ("us")	Update 2017	Between "us" and international actors	NAME ORGANISATION (will not be submitted to DGD end of April)
<b>General:</b> Scholarships and internships (for local and Belgian students) will be considered to explore synergy	X	VLIR-UOS distributed information on scholarship possibilities to the NGA's; A partner of CI received 1 VLIR-UOS funded scholarship (on dairy farming) in Mekelle; 2 people will do an internship	2 students did an internship with 2 partners of SOS Faim (from the European Micro-finance programme based at Solvay Business School, Brussels)	Caritas International, SOS Faim, VLIR-UOS, ITM

		with a partner of BOS+ in Tigray, linking the BOS+ programme to the VLIR-UOS co-funded KLIMOS programme			
<b>General:</b> Interested Belgian IA/CSO's will have the possibility to involve (local) academic partners in the formulation, monitoring and evaluation of their programme	X	BOS+ and CI are keen to involve (local) academics in monitoring of the programme; SOS FAIM and CI are interested to involve academics specialised in agro-ecology			VLIR-UOS, BOS+, ITM, CI, SOS FAIM
<b>General:</b> Outreach events (e.g. summer schools/trainings) with contributions of interested academic actors will be organized for relevant themes (e.g. in the domain of agriculture or health)	X	Still too soon, but this remains the intention			VLIR-UOS, SOS Faim, Caritas International, BOS+, ITM
<b>General:</b> As encouraged by the EU-initiatives in Ethiopia, Belgian CSO's/IA's will (continue to) organize themselves in consortia to submit project proposals for clusters defined by the EU Delegation	X	This will be considered as soon as new opportunities arise	X	This will be considered as soon as new opportunities arise	SOS Faim, Caritas International
<b>JSG1:</b> The existing synergy with international NGOs and Ethiopian MFI for the development of agriculture or green loans will be further strengthened			X	Ongoing synergies with ICCO / Terrafina, Pamiga and SOS Faim Luxemburg	SOS Faim
<b>JSG 1 &amp; 2:</b> Interested (local) academic partners will have the possibility to be member of the evaluation board of local OSC's/IA's or the supervisory committees of (co-financed) programmes of	X	Still too soon, but this remains the intention			VLIR-UOS, Caritas International, ITM

Belgian NGAs that are implemented by Ethiopian actors.					
<b>JSG2:</b> Actors will continually seek for opportunities for academic projects that are in synergy and complementarity with the interventions of other Belgian actors (modalities to be defined)	X	In the new project call, VLIR-UOS promotes synergy with other NGA and their partners. The project format highlights this, and this will be taken into account during project selection			VLIR-UOS, Caritas International, ITM
<b>JSG2:</b> Higher Education development cooperation will involve local and Belgian IA/CSO's in different stages of country strategy and inter-university cooperation project and programmes.	X	VLIR-UOS invited CSO's/IA's for the launch of the new Institutional programmes at Bahir Dar and Arba Minch; VLIR-UOS will update strategy with the involvement of other NGA's towards the end of the 5-year period			VLIR-UOS, SOS Faim, Caritas International, ITM
<b>JSG3:</b> Health actors will work in synergy to implement TB/HIV interventions and best practices in terms of diagnostic follow-up and lab quality assurance		Synergies on TB/HIV became irrelevant since APOPO dropped out			ITM

## Annex 1 – List of participants

Organisation	Participant	Contact
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