

Consortium for Climate Change Ethiopia (CCC-E) STRATEGIC PLAN 2016-2020



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Acronyms

ACCRA	Africa Climate Change Resilience Alliance	IMF	International Monetary Fund
CC	Climate Change	INDC	Intended Nationally Determined Contributions
CCC-E	Consortium for Climate Change Ethiopia	INGO	International NGO
CO	Carbon Dioxide	LAC	Local Adaptive Capacity
CRGE	Climate-Resilient Green Economy	M&E	Monitoring & Evaluation
CRSD	Climate Resilient Sustainable Development	MEA	Multilateral Environmental Agreement
CSA	Charities and Societies Agency	Mt	Metric Tons
CSO	Civil Society Organization	NGO	Non - Governmental Organization
DCA	Dan Church Aid	NHDR	National Human Development Report
ECSNCC	Ethiopian Civil Societies Network on Climate Change	PACJA	Pan African Climate Justice Alliance
EU	European Union	SDG	Sustainable Development Goals
FFE	Forum for Environment	SME	Small and Medium Enterprises
GA	General Assembly	SP	Strategic plan
GDP	Gross Domestic Product	SSA	Sub Saharan Africa
GHGs	Green House Gases	SWOT	Strength, Weakness, Opportunity and Threat
GTP	Growth and Transformation Plan	UNDP	United Nations Development Program
HDI	Human Development Index	UNEP	United Nations Environment Program
HDR	Human Development Report		
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome		

Executive Summary

The Consortium for Climate Change-Ethiopia (CCC-E) was first conceived as Ethiopian Civil Society Network on Climate Change (ECSNCC) in 2007 during the first national meeting on climate change organized by the Green Forum. In December 2014, CCC-E is registered as a Resident and Foreign Charity Consortium by the Federal Charities and Societies Agency of Ethiopia. CCC-E currently has more than 40 members.

The development of this five-year strategic plan is meant to serve the purpose of shaping CCC-E's future direction and scope on short to medium term basis by making broad strategic goals and objectives on development, utilization and outline of resources within the changing environment. It also helps to fulfil stakeholders' expectations and achieve institutional objectives.

The strategic plan is expected to answer some of the key institutional limitations related to CCC-E's mission and enables to improve capacities of CCC-E and its members to achieve their joint commitments. The strategic plan envisages institutional priorities for efficient and effective performances and better resource mobilizations of CCC-E.

The preparation of the strategic plan has passed through iterative consultative processes which involved most of the key stakeholders. This participatory approach deployed a number of methodological activities including documents review, stakeholders' consultation, questionnaire survey, and validation workshop. SWOT and stakeholders' analyses were part of the process. This has culminated into setting of the institutional vision, mission, and core values.

The CCC-E vision is to see a climate resilient Ethiopia and its mission is to support actions to climate change adaptation and mitigation in Ethiopia through capacity building, networking and partnerships, research and knowledge management, and experience sharing. This improves and synergizes CSOs endeavours in realizing climate resilient and sustainable development (CRSD) efforts of the country. The core values of CCC-E include transparency, pluralism (protecting vulnerable groups), gender equality and recognition of local and indigenous knowledge.

The strategic plan has six major strategic objectives which are translated into a total of 20 objectives and 42 activities. The strategic objectives and activities were developed to address the key institutional challenges and priorities. In addition, the strategic plan contains Monitoring and Evaluation Framework.

The six strategic objectives are:

- SO1 - Engagement, Collaboration and Networking of Environmental NGOs
- SO2 - CSO Participation in & Contribution to Climate Change Policy dialogue, negotiation & implementation
- SO3 - Access to Knowledge & Information Management System on ClimateChange
- SO4 - Capacity Development
- SO5 - Organization and Alignment to the Strategy
- SO6 - Resource mobilization

1. Introduction

1.1 Country Overview



Population:	96 million (estimated)
Sex ratio (total population):	0.99 male(s)/female (2014 est.)
Area:	1.1 million sq. km
GDP (per capita):	\$570 (source IMF)
GDP growth rate (2013/14)	10.1%
HDI:	173th (source HDR 2014)
Elevation:	4550masl (Peak) 110 mbsl (lowest)
Climate:	tropical monsoon with wide topographic-induced variation
Environment-current challenges:	Soil erosion, land degradation, deforestation and loss of vegetation cover, Variability and change of climatic conditions and extreme weather events (drought & flood)
GHG emissions:	150 Mt CO ₂ e in 2010 (per capita emissions of the country is less than 2 tones CO ₂ e

The Government of the Federal Democratic Republic of Ethiopia has devised a Climate-Resilient Green Economy (CRGE) strategy to protect the country from the adverse effects of climate change and to build a carbon neutral green economy that will help realise its ambition of reaching middle income status before 2025.

Building a green economy and on-going implementation of environment policy was among the key strategic directions of Growth and Transformation Plans (GTP I & GTP II). Building climate resilient green economy is one of the nine pillars of the Second Growth and Transformation Plan (GTP II). During GTP II, the Government is committed to build CRGE into the whole developments planning and implementation processes. Thus, the GTP II focus on adaptation to climate change and mitigation of greenhouse gases emissions, through:

- Enhancing productivity of the crop and livestock sub-sectors that improve food security and income of farmers and pastoralists,

- Protecting and rehabilitation of forests for their economic and ecosystem services.
- Expanding electricity power generation from renewable sources of energy for domestic & regional markets, and
- Leap forging to modern and energy efficient technologies in transport, industry and buildings

The Sustainable Development Goals (SDG) will also be integrated and implemented aligned with the sectors' climate resilient green economy development strategies.

Ethiopia's Intended Nationally Determined Contributions (INDC) underpins emission reduction target of at least 64% from the business as usual (BAU) by 2030. Under the BAU scenario, Ethiopia's GHG emission will increase from 150 MtCO₂e in 2010 to 400 MtCO₂e in 2030.

1.2 Background & History of the CCC-E

The Consortium for Climate Change-Ethiopia (CCC-E) was first conceived as Ethiopian Civil Society Network on Climate Change (ECSNCC) in 2007 during the first national meeting on climate change organized by the Green Forum (a platform of five organizations: HBF, FfE, PANOS, INGO and ENDA). ECSNCC was a loose informal network of CSO/NGOs working on the fields of climate change and environment in Ethiopia. The network was formally launched in January 2009 and FfE was unanimously elected to serve as the secretariat and host of the network. The founding members of ECSNCC were: Dan Church Aid (DCA), Forum for Environment (FfE), Sustainable Land Use Forum (SLUF), SOS Sahel, Poverty Action Network Ethiopia (PANE), and Action for Development (AfD).

The governance structure of ECSNCC involved the General Assembly, Steering Committee drawn from seven organizations: DCA, SLUF, SOS Sahel, Population, Environment and Health Consortium-Ethiopia (PHE CE), AfD, Institute for Sustainable Development (ISD), PANE and the Secretariat (FfE).

ECSNCC has been active up until 2011. However, due to some legal, institutional and technical constraints faced by the network, it was not possible to actively function since then. In 2013, FfE as the host of the network has initiated discussions with members of the Steering

Committee (SC) to the reinvigorate ECSNCC. Accordingly, the SC met several times and discussed on legal and other technical issues and finally agreed to convene the GA for final decision.

On the 5th of November 2013, the GA meeting was held at Harmony Hotel with the financial support of DCA. The GA has unanimously agreed on the following points: to kick start the process of registration of ECSNCC as a network of individual CSs; the four member Consortia (PHE-E, PFE, SLUF & PANE) to withdraw from the membership of ECSNCC (but continue working together towards formation of Network of Networks); FfE to continue hosting the network and the above four consortia to serve as a Technical Advisory Group of the new SC of ECSNCC; revive and strengthen the ECSNCC's regional and international partnerships and participations and form a new Steering Committee

After a very meticulous work it was finally possible to legally register the network as a Consortium for Climate Change Ethiopia (CCC-E) which is a coalition of Ethiopian Residents and Foreign Charity Organizations. This evolution of the former ECSNCC to CCC-E has taken a long time to happen and demanded utmost exertion of and collaboration of key partners such as FfE, DCA, the Pan African Climate Justice Alliance (PACJA) and others.

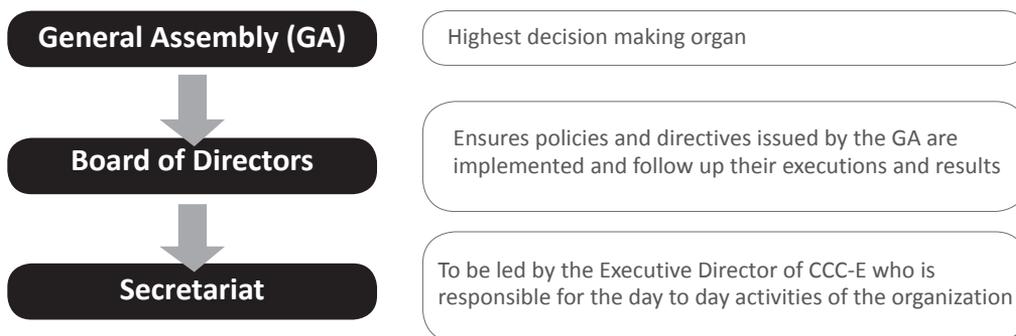


Chart 1 Organizational Management Structure of CCC-E

1.3 The Need for Developing the Strategic Plan

Organizations are operating in dynamic and ever-changing environment. In order to respond to such changes, strategic plan plays an essential role in shaping up organizations’ arrangement for the change.

CCC-E being a newly registered entity has no strategic plan (with clearly defined vision, mission, goals and thematic areas). This is considered as a major hindrance for its future endeavours. On the other hand, the recent development in the global climate change negotiations and other environment related arenas also call on to CCC-E to articulate its strategic approaches and to develop a feasible and visionary roadmap for advancing its vision and mission within this new landscape.

This effort is compounded by changes in the operational environment, among other things: the international financial crisis, the growing complexity of resources mobilization, the change in the roles of civil society actors, the dynamism of development approaches and strategies, and the increasing demand on civil

society effectiveness and accountability. These and related factors made it imperative for CCC-E to strategically position and organize itself and chart its future path through the development of its strategic plan.

As part of its overall organizational development endeavours, CCC-E has initiated the process of developing the first five-year strategic plan (2016–2020) that considers the present context and challenges of future while pursuing a strategic engagement to achieve its objectives.

It is believed that developing the strategic plan would enable CCC-E to:

- Determine what it intends to be in the future,
- how it will get there
- Find the best future for and the best path to reach the intended destination.

The development of this strategic plan and other pertinent organizational manuals and procedures is financially and technically supported by the Africa Climate Change Resilience Alliance (ACCRA).

1.4 The Strategic Plan Development Process

This Strategic Plan is an outcome of the past experience of CCC-E and the analysis of the feedback, especially on key networking and capacity issues received from key stakeholders. The strategic priorities have been set, based on the human and financial resources that are available and likely to be available to address them in the plan period.

As the first step, a competent consulting firm (Wisdom Consult) was recruited to facilitate the development of the strategic plan. The strategic plan development process is aimed at developing a roadmap for CCC-E that would contribute to the fulfilment of its vision, mission, goals and objectives. Document reviews, interviews, questionnaire, interactive and strategic plan consultation workshop were the methodologies used for the preparation of the Strategic Plan.

The methodology that underpins this strategic plan is based on the rational planning model and carried out the following elements:

1. Document Review: all relevant documents and records of ECSNCC/ CCC-E including: organizational profile and constitution, annual plan were reviewed;
2. Discussions: were conducted with the Executive Director and Program Coordinator of CCC-E and board chairperson of the Consortium;
3. Questionnaire Survey: several stakeholders were requested to complete and submit survey questionnaire.

4. Strategic Planning Consultation Workshop: was carried out at Ras Amba Hotel on January 15, 2016 in an interactive and participatory framework. Twenty three participants (Board Members, representatives of member organizations, donors and one partner Consortium) were attended the workshop.

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was also carried out, and in addition, a SWOT analysis and Stakeholders Analysis were discussed with workshop participants.

This analysis helped to identify and analyse internal and external factors that positively or negatively affect CCC-E's operation. It also helped to understand the necessity of seizing the opportunities and building on from those factors that positively affect its operation; and brace itself up with determination to the challenges that those negative factors impose on.

The vision, mission and values of CCC-E were set after a thorough discussion by workshop participants.

The draft versions of the SP were extensively discussed with the Board members and the staff of CCC-E to arrive at this stage. The draft document was also circulated to selected group of organizations for soliciting their feedback.

2. Situation Analysis

The SWOT analysis identified several strengths and opportunities from which CCC-E may benefit and also revealed critical limitations and threats that CCC-E should address. Summary of the result is tabulated below (table 1).

	STRENGTHS	WEAKNESSES
<p>Internal Environment →</p> <p>External Environment ↓</p>	<ul style="list-style-type: none"> ● Need based ● Volunteers ● Active Members ● Diversified member organizations ● Good institutional memory & experience to engage in CC issues ● Committed Board/leadership ● Availability of strong constituency (potential) ● Presence of member NGOs at Grassroots level 	<ul style="list-style-type: none"> ● Absence of proper institutional set up ● Technical & Institutional capacity limitations (including some member institutions) ● Human & Financial Resources Limitations ● Limited Office Space and Facilities ● Weak networking ● Absence of procedures/manuals (HRM, M&E, Finance)

OPPORTUNITIES	S+O = GROWTH	W+O = LEVERAGE
<ul style="list-style-type: none"> ➤ Priorities given by government to climate change ➤ Recognition of the CC issues as main Local and Global agenda ➤ Existence of enabling Policies on Environment & CC (National and Global) ➤ Strong government commitment (at all levels of engagement) ➤ Availability of Climate Change related financial support ➤ Involvement of CCC-E members and partner organizations in the CRGE advisory board 	<ul style="list-style-type: none"> • Likely to achieve greatest result • Likely to be quickest and easiest to implement the SP • Justifying immediate action-planning. 	<ul style="list-style-type: none"> • Internal capacity building • Strengthen institutional capability& Networking
THREATS	S+T = RESPONSE	W+T = SURVIVAL
<ul style="list-style-type: none"> ➤ Global shift from aid to trade; ➤ Restraining legal framework (CSA policy on consortium); CSA's move to halt INGOs funding to local NGOs) ➤ Lack of good governance at different government level (such as corruption, discrimination, marginalization etc.) ➤ Complexity in accessing to existing climate finance support; ➤ Resource flow limitations to civil societies ➤ Global crisis (financial and political) 	<ul style="list-style-type: none"> • Basic awareness, planning, and implementation required to meet these challenges • Promote organizational reliability and image • Clear policy & commitment to fight corruption, discrimination, marginalization etc. • Financial resources mobilization efforts 	<ul style="list-style-type: none"> • Financial sustainability and organizational viability • Assess capability gaps and plan to defend/avert in very specific controlled ways.

Table 1 SWOT Analysis

3. Vision, Mission, Core Values & Interventions

CCC-E has the following vision, mission, values and thematic interventions:

3.1 Vision.

To see climate resilient Ethiopia

3.2 Mission

Promote actions to climate change adaptation and mitigation in Ethiopia through capacity building; networking and partnerships; research and knowledge management; and experience sharing that improve and synergize CSOs endeavors in realizing climate resilient sustainable development (CRSD).

3.3 Core Values:

1. Transparency
2. Pluralism (Protecting vulnerable groups)
3. Sustainability
4. Accountability
5. Integrity
6. Partnership
7. Gender Equality
8. Recognize local and indigenous knowledge

3.4 Thematic interventions

1. Capacity Development of member organizations
2. Experience Sharing and Familiarization
3. Networking, Constructive Engagement, Coordination and Harmonization
4. Action Research, Publications, Documentation and Dissemination

Gender is a crosscutting issue. Thus it will be mainstreamed in all thematic areas of CCC-E.

4. Critical Issues

The core critical issues that need to be addressed by CCC-E in the SP period (2016-2020) were identified on the basis of organizational assessment results, the SWOT and stakeholders analysis, and by taking into consideration the fact that many of the SDGs have direct link with CC and the GoE has decided to mainstream and implement climate change issues in the CRGE & GTP II actions..

Although several critical issues were identified, the final list is comprised of the most important issues based on: the highest strategic value given by international community and the priorities set by the GoE, as well as the potential impact and urgency of implementing climate change adaptation and mitigation actions in the country. These selected issues are most important for CCC-E and its members and address main challenges by developing appropriate and workable strategies.

4.1 Program Related

4.1.1 *Engagement Collaboration & Networking of Environmental Charities & Societies*

There is disjointed and uncoordinated engagement of environmental actors (Charities & Societies, government and the private sector) with poor impact in climate change and related issues and activities.

4.1.2 *CSO Participation in & Contribution to CC Policy implementation and Negotiations*

There is limited Civil Society participation and contribution to climate change policy implementation and negotiations at different levels and low level of community awareness on climate change agendas.

4.1.3 *Access to Knowledge Management System & Information on Climate Change*

The CSO working on climate change have inadequate and inefficient access to evidence based knowledge and information pertaining to climate change and related issues.

4.1.4 *Capacity Development*

One of the objectives the Consortium was established for is to enhance conditions for the strengthening the capacity of its members through engaging in capacity building and

awareness raising activities. The SWOT as well as the stakeholder analysis identified the member organizations have institutional and technical capacity limitations in undertaking increasingly demanding climate change adaptation and mitigation engagements at national as well as international levels, low level of skill and knowledge to meaningfully engage and participate in international climate change negotiations (Climate diplomacy)

4.2 Management and Organization Related

4.2.1 *Organization and Alignment to the Strategy*

Strategy execution depends heavily on the structure and system in place. There needs to be a good match between the system, and the resources (human, financial and material resources). As a new consortium, CCC-E has no formal organizational structure and system. Currently, the Consortium has no permanent staff and has no its own office (currently hosted by Forum for Environment).

4.2.2 *Resource mobilization*

The stakeholder analysis also revealed CCC-E's has financial/resource limitations. The action plan for the year 2015 was not fully implemented because of financial constraint.

5. Strategies, Goals and Objectives

The strategic plan has 6 strategic objectives (4 program related and 2 management and organization related) for addressing the critical issues presented above (see table 2 below). The objectives are to be achieved within the five-year period of the Strategic Plan (2016-2020). The achievement of the objectives ultimately will enable CCC-E to consolidate and realize its mission.



Strategies, Goals and Objectives

OBJECTIVES

ACTIVITIES

5.1 Engagement, Collaboration and Networking of Environmental NGOs

Strategy: Strengthen the collaboration and networking of member NGOs through promotion and facilitation of exchange of experiences, information and data among member organizations, government, and others climate change actors towards meaningful impact in addressing adaptation and mitigations of climate change in Ethiopia.

Goal: A well-functioning consortium with a joint strategy & operational modalities that promotes partnership, networking and communication with local, national and international partners and stakeholders to address adaptation and mitigation of climate change in Ethiopia

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| <ol style="list-style-type: none"> 1. By the end of SP period, CCC-E & member organizations are well networked to each other representing a strong collective voice & efforts on climate change issues in Ethiopia and beyond 2. An ICT and MIS framework of CCC-E developed & be operational by the mid of 2017 3. Forge strategic partnerships with at least 10 international environmental & CC organizations during the planning period 4. By the end of the 2020 visibility and image of CCC-E and its network members is acknowledged widely (within the country and internationally) 5. In the planning period, at least 20 information publications on adaptation and mitigations of climate change in Ethiopia are published and disseminate to stakeholders and general public. | <ol style="list-style-type: none"> 1. Develop one common strategy to address adaptation and mitigation of climate change in Ethiopia (2017) 2. Design and make operational an appropriate line of communication for regular networking (2017) 3. Design and launch periodic reports and publications (2016) 4. Annually publish & disseminate at least 4 information publications on adaptation and mitigations of climate change in Ethiopia 5. Develop functioning ICT and MIS, and Results, Monitoring and Evaluation facilities and frameworks (2016-17) 6. Facilitate enhanced strategic partnerships & local membership base (at least 10 international partnerships & double the local membership) during the planning period 7. Annually update database of all members; 8. Annually conduct at least one experience learning & sharing meeting to all members on CC adaptation and mitigation undertakings 9. Annually organise at least two information dissemination and awareness raising events to out reaching the general public 10. Create a network of senior advocates/patrons who are nationally and internationally influential and can enhance the visibility of CCC_E |
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5.2 CSO Participation & Contribution to CC Policy dialogue, negotiation & implementation

Strategy: Enhance active and constructive participations of member organizations and other relevant stockholders in CC policy dialogues, negotiations, and implementations.

Goal: Gender sensitive and inclusive CC policies, laws, strategies, programs, and practices are promoted and considered in major policy dialogues, negotiations, and implementations at local, national, and regional levels.

Strategies, Goals and Objectives

OBJECTIVES	ACTIVITIES
<ol style="list-style-type: none"> 1. Constructive engagement and lobbying strategy and guiding principles developed for CCC-E & its members by mid of 2017. 2. Implementation of the Paris climate change agreements pertaining to adaptation and mitigation are supported & aligned at member organizations programmes & activities by end of 2017. 3. At least 100 Technical staff from member NGOs are trained on CC policy influencing and lobbying during the planning period 	<ol style="list-style-type: none"> 1. Develop and implement a gender sensitive and inclusive CC advocacy & lobbying strategy (at national, regional and international levels) by mid of 2017. 2. Identify key partners, who can add value to CCC-E work in terms of learning, and bringing resources (2016); 3. Organize at least two meetings per annum on policy advocacy and public awareness on selected CC critical issues 4. Organize at least two high level policy dialogue forums per annum 5. Articulate and defend public interest and positions of environmental NGOs as well as Ethiopia's (Africa's) position in relevant national and international forums including LDC, AU, COPs meetings 6. Strengthen working relationships and links with government organs throughout the planning period 7. Link and update CCC-E and member NGOs to on-going as well as upcoming CC policy dialogues, negotiations, and COPs 8. Support member organizations to align their programmes & activities to contribute to the implementation of Paris agreements on adaptation and mitigation (2017) 9. Annually train at least 20 staff of member organizations on policy influencing and lobbying

5.3 Access to Knowledge & Information Management System on Climate Change

Strategy: Avail timely and accurate knowledge & information on climate change to members and other concerned stakeholders.

Goal: Accessible and efficient knowledge and information management system pertaining to Climate Change developed to members and other concerned stakeholders.

<ol style="list-style-type: none"> 1. Throughout the planning period, enhance access to accurate and timely information and knowledge by NGOs, GOs and other stakeholders in order to make knowledge based decisions and implementations of CC adaptation and mitigation policies 2. In the planning period, facilitate the transfer of good experiences and technologies on CC adaptation and mitigation which are proven to work well in other countries 	<ol style="list-style-type: none"> 1. Designed and be operational a K&IM system (Soft and hardware) by end of 2016 2. Develop mechanisms of access and input (contribution) of members (2016) 3. Produce semi-annual newsletters/booklets to disseminate information, reports and good practices during the planning period 4. Linking up to other relevant national and international knowledge and information centers/systems 5. Annually support at least one up-scaling pilot project of knowledge based innovation and approach in CCA 6. Annually identify s with relevant stakeholders a researchable CC issues and support at least one research work in selected specific CC area 7. Document, publish and distribute research findings, produced evidence based – advocacy materials;
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Strategies, Goals and Objectives

OBJECTIVES

ACTIVITIES

5.4 Capacity Development

Strategy: Capacity development of member organizations in order to enhance their performances in the participation of communities in adaptation and mitigation of climate change negotiations and implementations

Goal: Enhanced competencies of the staff of CCC-E's, member NGOs/CSOs as well as communities on new developments, challenges, and opportunities related to climate change issues.

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| <ol style="list-style-type: none"> 1. Develop technical and institutional capacities of member organizations to address new developments, challenges, and opportunities in climate change issues (CC adaptation and mitigation) by end of 2020 2. Capacity development of member organizations in the design and preparation of fundable climate change programs and projects along with full Project Cycle Management (PCM) 3. Facilitate the transfer of appropriate technologies and know-how from other countries in support of climate change adaptation and mitigation during the planning period. 4. Share international experience through visit, inviting experts or through workshops, conferences and transfer experience to local staff in the five years time | <ol style="list-style-type: none"> 1. Assess the technical and institutional gaps & needs at the Consortium and member NGOs by 2016 2. Design focused capacity building strategy & plan on the basis of gaps & needs identified with staff and stakeholders (2016) 3. Annually organize at least one training on addressing new developments, challenges, and opportunities in climate change issues 4. Annually organize one training on the development of fundable climate change program/projects and on PCM 5. Annually organize one training on community participatory adaptation 6. Annually organize at least one experience sharing visit, or workshop by inviting international experts 7. Throughout the planning period, support members to enhance the participation of communities in adaptation and mitigation processes/actions |
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5.5 Organization and Alignment to the Strategy

Strategy: Develop organizational system, structure, policies and procedures and configure resources and capabilities to effective and efficient achievement of the strategic plan

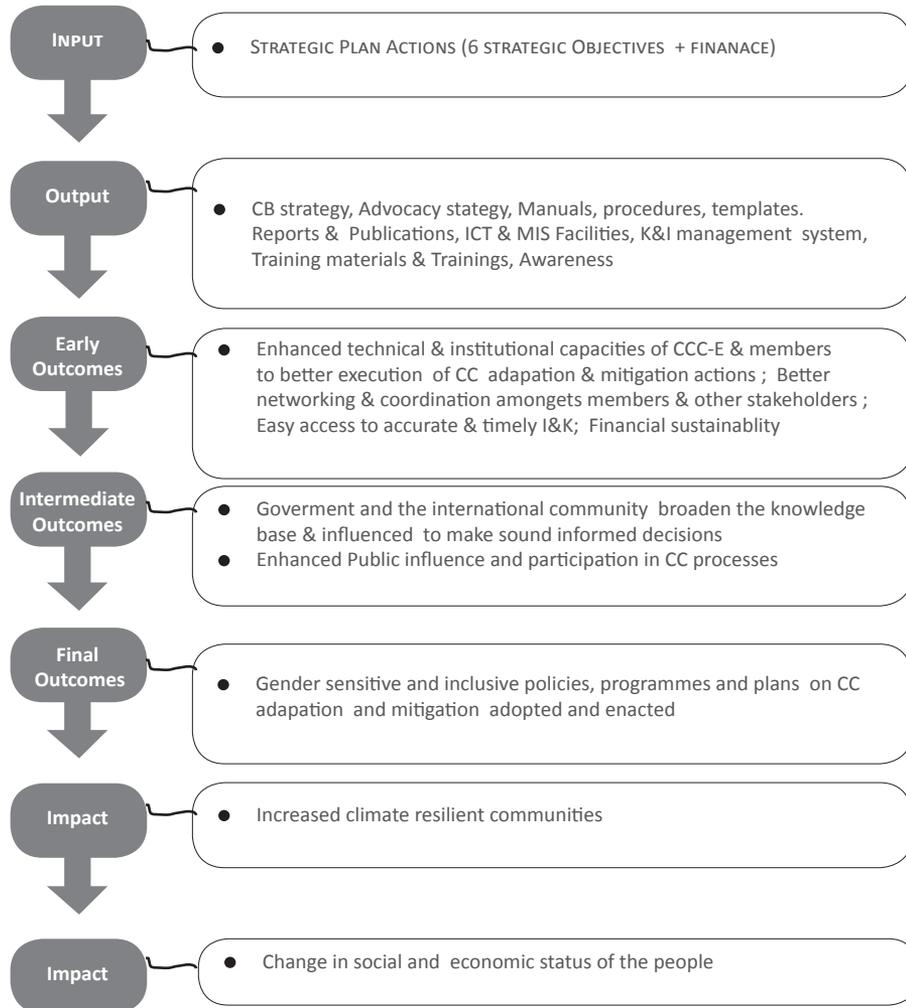
Goal: Enhanced organizational efficiency and effectiveness, and staff performances

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| <ol style="list-style-type: none"> 1. Efficient and transparent management system and processes are put in place by the mid of 2016 and are regularly updated 2. Efficient policy, procedures, and manuals (on HRM, Finance, Procurement, Property Management, Monitoring & Evaluation, and Gender Policy) are in place by the end of 2016 3. Recruit and employ competent staff for the required positions in 2016 4. Internal information system for team building and timely execution of activities by CCC-E staff are in place by 2017 | <ol style="list-style-type: none"> 1. Set a comprehensive and effective organizational set up that lead towards effective alignment of the organizational capability to the SP implementation. (2016) 2. Develop organizational structure, job specification and job descriptions in line with the strategic plan by 2016 3. Develop Human Resource, Financial, Property Management and Gender policy and procedures manuals (2016) 4. Develop website and intranet of the Consortium (2016) |
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5.6 Resource mobilization	
Strategy: Develop and implement a pragmatic resource mobilization strategy targeting existing as well as potential national, regional and international sources of funding.	
Goal: Ensured financial sustainability and diversifying financial resources by generating sufficient funding.	
<ol style="list-style-type: none"> 1. Ensure financing for CCC-E’s operational costs is secured throughout the strategic plan period 2. Ensured financial sustainability of the consortium by the end of the planning period 	<ol style="list-style-type: none"> 1. Create strong partnership and networks with national, regional and international development partners (donors) who are working in the area of environment and climate change throughout the SP period 2. Annually develop at least three fundable project proposals that are readily available on-shelf; 3. Diversify donor base during the planning period; 4. Use the GA members for potential networking, publicity and fund raising; 5. Throughout the strategic plan period, develop efficient and cost effective financial management system (this will be achieved by reducing costs without affecting the quality and volume of services rendered to members).

Table 2 Strategies, Goals and Objectives

6. Theory of Change/Impact Pathway



7. The Strategic Plan Implementation

CCC-E will employ Local Adaptive Capacity (LAC) enhancement approach which focuses on creating enabling environment of member organization so that they can continue to adapt beyond programmatic intervention timelines.

7.1 Implementation Process

Implementing strategy entails converting the strategic plan into action. To pursue successfully its strategic plan, CCC-E needs to undertake the following broad measures pertaining to the process of strategy implementation.

- Clearly define roles and responsibilities of individuals and members for SP implementation;
- Breakdown the strategic plan into annual work plan;
- Communicate the strategy to all parties who have the stake in its implementation;
- Design monitoring and evaluation mechanisms with indicators for outcome and impact for the realization of the plan into action.

7.2 Organizational Restructuring

Strategy execution depends heavily on the structure and system in place. There needs to be a good match between the system, and the resources (human, financial and material resources). Therefore, CCC-E should review its structure, systems and resources in line with the new strategic direction of the organization.

7.3 Work Plans

The strategic plan provides the basis for preparing annual work plan and budget. The strategic plan has to be cascaded into clear, understandable and measurable annual plans and budgets. This is the key to the implementation, monitoring and evaluation of the strategic plan. The annual work plan will indicate the tasks to be implemented during the year with timetables and implementation responsibilities. Each work unit has the responsibility of preparing the annual work plan and budgets for its respective unit in consultation with the Executive Director. The program and other work units have to coordinate and synchronize work plans for implementation, and will be evaluated on the basis of performance of the implementation. The broad implementation schedule (action plan and corresponding budget) of the strategy is depicted in section 9.

7.4 Assumptions, Risks and Mitigation Activities

The following assumptions, risks and mitigation activities are considered during the strategic plan period

7.4.1 Assumptions

- The good partnership with the government as well as the prevailing

enabling policy environment continues during the Strategic Plan period;

- Funding is available to meet the planned objectives and activities;
- Incidences of emergency situations will not be beyond the available resources of the donors.

7.4.2 Possible Risks and Mitigation Measures

POSSIBLE RISKS	MITIGATION MEASURES
<ul style="list-style-type: none"> • The government might pass restrictive regulations and directives that hinder smooth implementation of the strategic plan; 	<ul style="list-style-type: none"> • Initiate roundtables of government counterparts and development partners to sort out inconvenience through negotiations and dialogue.
<ul style="list-style-type: none"> • The global financial crises continues and access to funding opportunities to realize the plan could be difficult; 	<ul style="list-style-type: none"> • Consider alternative fund raising strategies like targeting local donors or the diasporas; • Scale down operations to optimal levels
<ul style="list-style-type: none"> • The incidence of emergency situations in operational areas of member organizations could be more frequent and widespread to such a magnitude that they entirely undermine the potential to achieve the objectives in this plan. 	<ul style="list-style-type: none"> • Work with all partners to bring the risk to manageable scale of operation and resource requirement

Table 3 Possible Risks and Mitigation

8. Monitoring and Evaluation Framework

This strategic plan is a five year plan, which is concretized in annual work plans. The Strategic plan will be monitored

and evaluated at different levels. The Board of CCC-E will oversight the implementation of the strategic plan, and monitor on annual bases against the work plans that are endorsed by the General Assembly at the beginning of the fiscal year. The Secretariat will review the strategic plan implementation on quarterly bases.

The strategic plan will be reviewed in the presence of all concerned stakeholders in its mid-term, and the necessary correction measure will be employed, if any. Moreover, CCC-E management will conduct outcome monitoring once in six months based on the set criteria and indicators of change in addition to the regular technical support provided by the program officers. The M&E should show the evidence in documentation.

CCC-E's strategic plan contains a number of strategic goals and objectives together with planned activities to achieve the intended results. The strategic plan table (section 5) in this document serves as a results framework for

M&E purpose. The table essentially contains the strategic goals, objectives and planned activities and indicators.

It may be impossible to adequately track all the performance of outcome and impact indicators in the strategic plan period. It is therefore important to select a few most relevant and informative indicators, which should be systematically tracked by the M&E. In total four outcome/impact measuring indicators and 10 output measuring indicators will be used to track the implementation of the strategic plan. These are presented herein.

Outcome/impact measuring indicators:

- Percentage increase in CC adaptation and mitigation organizational programmes and projects
- % increase in informed decision making
- % Increase in the proportion of planned activities that are implemented
- % Increase in the proportion of project proposals

Output measuring indicators:

- Number of organizational system and operational documents in place
- Number of staff recruited,
- Number of trainings materials developed and executed
- Number of staff trained annually
- Number of new members & partners registered annually
- Number of new income sources developed
- Number of pilot projects approved and supported annually
- Number of published products disseminated annually
- Number of publications produced annually
- Number of policy briefs, fact sheet produced annually

Monitoring Plans for the indicators

For each indicator, a detail monitoring plan will be developed during the implantation of the SP. Specifically the monitoring plan shall

contain information which includes the name of the indicator, means of verification, frequency of data collection and reporting, data sources and responsibility for data collection. Some of the indicators in this monitoring plan require information which is aggregated at members' levels. Reporting is expected to follow regular reporting format which can be done both quarterly and annually. To ease the monitoring process and make it more participatory, the monitoring plans will indicate responsible institution or individual for data collection. This will make it easier to follow up important information that should be generated by the CCC-E for progress reporting.

The CCC-E's M&E system shall have an electronic database for data storage, analysis, retrieval and report production. To make the database operational baseline data for each indicator will be collated. For monitoring purposes, baseline information which shows the situation at the beginning of the monitoring period shall be established for each indicator that needs to be measured. Data and information shall be collected using the collection formats that will be developed at initial phase of the SP implementation.

9. Operational/Action Plan

The action plan is organized around our six priority strategies (and goals), 20 objectives and 42 activities. Each year during the period of this strategic and action plan, the action plan will be reviewed and a detailed annual work plan developed for its implementation.



OBJECTIVE	ACTIVITY	
SO1- Engagement, Collaboration and Networking of Environmental NGOs		
1. By the end of SP period, CCC-E & member organizations are well networked to each other representing a strong collective voice & efforts on climate change issues in Ethiopia and beyond	1. Develop one common strategy to address adaptation and mitigation of climate change in Ethiopia (2017)	
	2. Annually conduct at least one experience learning & sharing meeting to all members on CC adaptation and mitigation undertakings	
	3. Design and make operational an appropriate line of communication for regular networking (2016-17)	
2. An ICT and MIS framework of CCC-E developed & be operational by the mid of 2017	4. Develop functioning ICT and MIS, and Results, Monitoring and Evaluation facilities and frameworks (2016-17)	
	5. Annually update database of all members;	
3. Forge strategic partnerships with at least 10 international environmental & CC CSOs\NGOs& double the local membership during the SP period	6. Facilitate enhanced strategic partnerships & local membership base (at least 10 international partnerships & double the local membership) during the SP period	
4. By the end of the 2020 visibility and image of CCC-E and its network members is acknowledged widely (within the country and internationally)	7. Annually organize at least two information dissemination and awareness raising events to out reaching the general public	
	8. Create a network of senior advocates/patrons who are nationally and internationally influential and can enhance the visibility of CCC_E	
5. In the planning period, at least 20 information publications on adaptation and mitigations of climate change in Ethiopia are published and disseminate to stakeholders and general public.	9. Design and launch periodic reports and publications (2016)	
	10. Annually publish & disseminate at least 4 information publications on adaptation and mitigations of climate change in Ethiopi	
SO2- CSO Participation in & Contribution to CC Policy dialogue, negotiation & implementation		
1. Constructive engagement and lobbying strategy and guiding principles developed for CCC-E & its members by mid of 2017.	1. Develop and implement a gender sensitive and inclusive CC advocacy & lobbying strategy and guide to at national, regional and international level by mid of 2017.	
	2. Organize at least two meetings per annum on policy advocacy and public awareness on selected CC critical issues	
	3. Organize at least two high level policy dialogue forums per annum	
	4. Strengthen working relationships and links with government organs throughout the planning period	

INDICATORS	YEAR				
	2016	2017	2018	2019	2020
One common strategy					
Number of experience learning & sharing meetings					
Networking & communication Operational manual & format					
ICT and MIS, facilities & frameworks					
Results, M&E framework					
Members Database					
Number of international partnerships & local membership					
Number of events					
Level of visibility					
Number of network of senior advocates/					
Number of Periodic reports and publications					
Number of outreach events					
Advocacy & lobbying strategy & guide					
Number of meetings					
Number of dialogue meetings					
Level of linking with GO, events (COPs)					

OBJECTIVE	ACTIVITY	
2. At least 100 Technical staff from member NGOs are trained on CC policy influencing and lobbying during the planning period	5. Identify key partners, who can add value to CCC-E work in terms of learning, and bringing resources (2016);	
	6. Annually train at least 20 staff of member organizations on policy influencing and lobbying	
3. Implementation of the Paris Climate Change Agreements pertaining to adaptation and mitigation are supported & aligned at member organizations programmes & activities throughout the planning time.	7. Link and update CCC-E and member NGOs to on-going as well as upcoming CC policy dialogues, negotiations, and COPs	
	8. Articulate and defend public interest and positions of environmental NGOs as well as Ethiopia's (Africa's) position in relevant national and international forums including LDC, AU, COPs meetings	
	9. Support member organizations to align their programmes & activities to contribute to the implementation of Paris agreements on adaptation and mitigation	
SO3- Access to Knowledge & Information Management System on Climate Change		
1. Throughout the planning period, enhance access to accurate and timely information and knowledge by NGOs, GOs and other stakeholders in order to make knowledge based decisions and implementations of CC adaptation and mitigation policies	1. Designed and operationalize a K&IM system (Soft and hardware) by end of 2016	
	2. Develop mechanisms to access and input (contribute) I&K from members (2016)	
	3. Produce semi-annual newsletters/booklets to disseminate information, reports and good practices during the planning period	
	4. Linking up with other relevant national and international knowledge and information centers/systems	
2. In the planning period, facilitate the transfer of good experiences and technologies on CC adaptation and mitigation which are proven to work well in other countries	5. Annually support at least one up-scaling pilot project of knowledge based innovation and approach in CCA	
	6. Annually identify with relevant stakeholders a researchable CC issues and support at least one research work in selected specific CC adaptation and mitigation	
	7. Document, publish and distribute research findings, produced evidence based – advocacy materials;	

INDICATORS	YEAR				
	2016	2017	2018	2019	2020
Number of partners					
Number of trainings and trained staff					
Number of linkages created					
Reports					
Number of member organizations programmes & activities that align with Paris Agreement					
K&IM system (Soft and hardware)					
Reports and templates					
Number of semi-annual newsletters/booklets					
Number of created linkages					
Number of supported up scaling pilot projects					
Number of researches					
Number of publications					
Level and coverage of publication distributions					

OBJECTIVE	ACTIVITY	
SO4- Capacity Development		
1. Develop technical and institutional capacities of member organizations to address new developments, challenges, and opportunities in climate change issues (adaptation and mitigation) by end of 2020	1. Assess the technical and institutional gaps & needs at the Consortium and members level by 2016	
	2. Design focused capacity building strategy & plan on the basis of gaps & needs identified with staff and stakeholders (2016)	
	3. Annually organize at least one training on addressing new developments, challenges, and opportunities in climate change issues	
2. Capacity development of member organizations in the design and preparation of fundable climate change programs and projects along with full Project Cycle Management (PCM)	4. Biannually organize one training on the development of fundable climate change program/projects and on PCM	
3. Facilitate the transfer of appropriate technologies and know-how from other countries in support of climate change adaptation and mitigation during the planning period	5. Annually organize one training on community participatory adaptation	
	6. Throughout the planning period, support members to enhance the participation of communities in adaptation and mitigation processes/actions	
4. Share international experience through visit, inviting experts or through workshops, conferences and transfer experience to local staff in the five years time	7. Annually organize at least one experience sharing visit, or workshop by inviting international experts	
SO5- Organization and Alignment to the Strategy		
1. Efficient and transparent management system and processes are put in place by the mid of 2016 and are regularly updated	1. Set a comprehensive and effective organizational set up that lead towards effective alignment of the organizational capability to the SP implementation. (2016)	
2. Efficient policy, procedures, and manuals (on HRM, Finance, Procurement, Property Management, Monitoring & Evaluation, and Gender Policy) are in place by the end of 2016	2. Develop organizational structure, job specification and job descriptions in line with the strategic plan by 2016	
3. Recruit and employ competent staff for the required positions in 2016		

INDICATORS	YEAR				
	2016	2017	2018	2019	2020
Reports on gaps & needs assessment					
Capacity building strategy & plan					
Number of training workshops					
Communities outreached					
Number of experience sharing visits/workshops					
Organizational set up					
Staff profile					

OBJECTIVE	ACTIVITY	
	3. Develop Human Resource, Financial, Property Management and Gender policy and procedures manuals (2016)	
4. Internal information system for team building and timely execution of activities by CCC-E staff are in place by 2017	4. Develop website and intranet of the Consortium (2016)	
SO6- Resource mobilization		
1. Ensure financing for CCC-E's operational costs is secured throughout the strategic plan period 2. Ensured financial sustainability of the consortium by the end of the planning period	1. Create strong partnership and networks with national, regional and international development partners (donors) who are working in the area of environment and climate change throughout the SP period	
	2. Annually develop at least three fundable project proposals that are readily available on-shelf;	
	3. Diversify donor base during the planning period;	
	4. Use the GA members for potential networking, publicity and fund raising;	
	5. Throughout the strategic plan period, develop efficient and cost effective financial management system (this will be achieved by reducing costs without affecting the quality and volume of services rendered to the members).	

INDICATORS	YEAR				
	2016	2017	2018	2019	2020
Policies, procedures and manuals					
Website and intranet					
Number of partnerships and networks					
Number of funded project proposals					
Donors base					
Resources mobilized					
Financial management system					



