



**LEM ETHIOPIA
THE ENVIRONMENT AND DEVELOPMENT SOCIETY**

**INSTITUTIONAL
STRATEGIC PLAN
2005-2007**

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Acronyms

Lem	Meaning green, developed - acronym for the environment and development society of Ethiopia
SEEPC	School Environmental Education & Protection Clubs
SDPRP	Social Development and Poverty Reduction Programme
ESD	Environment and Sustainable Development
SD	Sustainable Development
SNNPR	Southern nations, nationalities and peoples region
ESD	Environment and Sustainable Development
EARO	Ethiopian Agricultural Research Organisation

MESSAGE FROM THE FOUNDING MEMBERS AND CHAIRMAN OF THE BOARD

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<p>HE President Girma Wolde Giorgis</p>
<p>Chairman of the Board</p>
<p>Dr Berhe Tesfu, Costantinos</p>
<p>Contents</p>
<p>Major Activities</p> <ul style="list-style-type: none"> - Partnership & Network - Budget Utilisation - Planned Activities - Networking for building communities of practice
<p>LEM ETHIOPIA: STRATEGIC PLAN 2005-2007</p>

Our 2003-2005 strategic plan was a turning point for Lem Ethiopia. It was a period of many successes in building civil society coalition for environment and development and the achievement of our strategic objectives. It was also a year of many lessons learned. The Society is grateful to the communities, participating schools, and donors who have made it possible for us to drive our mission objectives to fruition. Special thanks goes to members of our Society, Packard Foundation, and Embassies of Finland and Japan who have devoted their time, expertise and finance to help communities meet their aspirations of sustainable livelihoods.

Subsequent to the decision of the 6th General Assembly, its strategic plan (year 2003-2005) has been reviewed and finalised by the Board of Directors. To implement its strategic plan effectively, the Society assembled three task forces. The task forces consist of members of Board of Directors and other founding members based on their professional experience and commitment.

- (1) Advocacy, awareness generation and lobby
- (2) Sustainable livelihoods
- (3) Resource mobilisation and management

In accordance with the 2nd strategic plan (year 2003-2005) and the annual operational plan the ongoing activities have been implemented. Among the major activities were environmental awareness development through schools and promotion of appropriate technologies through model site establishment. Still both activities were/are focussing on sustainable livelihoods. The advocacy and lobbying part is yet hardly touched up on.

An increased awareness of our weaknesses has led us to question the nature of our partnership; providing significant impetus for change in our network development consciousness and practice. As a result, we are increasingly paying attention to the question of development - people nexus.

By publishing our 2005-2007 institutional strategic plans, we have taken a first bold step in gearing individual groups and networks into action, and generating the momentum required for a true process of collaborative development. Let this stand

as a testimony to our open invitation to government, business, NGOs, and civil society organisations of our commitment to contribute to the development of communities of practice in environment and development.

Costantinos Berhe Tesfu
Founding member and Chair, Board of Directors

SECTION I

THE STATE OF THE ETHIOPIAN ENVIRONMENT AND DEVELOPMENT

Ethiopia is a country located between 33^o and 48^o East longitude, and 3^o and 15^o North latitude. It has a rugged and mountainous topography with the altitude ranging from a height of 4620 m above sea level at Mount Ras Dejen in North Gonder to a low of 110 m below sea level in the Dalol Depression of the Afar Region. Ethiopia's mean annual rainfall decreases from the south-western areas of the country, which have the highest rainfall to the drier northern and eastern parts. The maximum mean annual rainfall reaches 2,000 mm in some of the south-western parts of the country, while the lowest mean annual rainfall is below 250 mm in the north-eastern and south-eastern lowland areas. Mean annual temperature in Ethiopia is estimated to range between 10^oC on the mountains of the north-western and south-eastern highland areas and 35^oC in the north-eastern lowlands. The highest mean maximum temperature of more than 47^oC occurs between October and March in the lowlands. The higher parts of the highlands record nightly minimum mean temperatures of 0^oC or below between November and February.

I. State of the Environment

Agriculture is the mainstay of Ethiopia's economy. In the year 1999/2000 agriculture's share of the GDP was 43.3 percent. Industry's share was 11.5 percent while distribution and services had a share of 22.2 and 29.0 percent respectively. Between 1988/89 and 1999/2000 GDP grew at an average annual rate of 5 percent. When this is broken down into economic sectors, a growth of 2.5 percent in agriculture, 5.3 percent in industry, 6.3 percent in the distribution sector and 8.3 percent in other services is indicated.

- **Natural Resources Management and utilisation Land Use:** The size of Ethiopia is 111.5 million ha. Out of this, 74 million ha or 66 percent of the total area is suitable for agriculture. However, the actual size of land cultivated is estimated to be only 16.5 million ha or 14.8 percent of the total. There are 10 major soil types that are estimated to cover 72.2 percent of the total area in Ethiopia. Some studies have indicated that these soil types are, in many cases, deficient in Nitrogen and Phosphorus. A number of studies indicate that up to 400 tons of fertile soil per hectare is lost annually from land with no or little vegetation cover where no soil conservation work has been done. The soil thus lost annually is mostly from the farmlands, which make up 13 percent of this total area. This kind of erosion is common at altitudes between 1,700 and 2,600, ASL where land cultivation is extensively practiced. It is estimated that overall the country loses 1.5-1.9 billion tons of soil annually due to wind and water erosion.¹
- **Biodiversity:** As a result of its topography and diverse climatic conditions, Ethiopia is the home for various plant and animal species. There are no less than 7,000 different higher plant species out of which about 12 percent are endemic. Ethiopia is the centre of origin for various crop species, e.g. Arabica coffee, teff, noug or Niger seed (*Guisotia abyssinica*), *enset* (*Ensete ventricosum*). Ethiopia is also home to unique and useful genetic diversity of other crop species, e.g. sorghum, barley, wheat, horse beans, field peas, lentils and linseed. Out of the total known wildlife resources, 30 mammals (12%), 16 birds (2.5%), 3 reptile (3.9%), and 17 amphibian (31.5%) species are endemic to Ethiopia. In situ

¹ To combat land degradation, particularly soil erosion and loss of soil fertility, activities including the construction of terraces, soil bunds, micro-basins and cut-off drains, tree planting on sloping land and in watersheds as well as the protection of vulnerable areas from free range grazing and tree cutting are being carried out. However, in view of the great magnitude of the erosion and soil fertility loss that is occurring, far more both extensive and intensive efforts are required with respect to soil conservation and the protection of vegetation.

and ex-situ conservation are being carried out to protect and conserve biodiversity. The major areas where in situ crop conservation is being carried out are Bonga, Bale, East Shewa, South Wello and Tigray. In order to prevent the extinction of useful plants and crops, 56,558 samples of various species, mostly crops, are being conserved ex-situ in the Gene Bank at the Institute for Biodiversity Conservation and Research. Settlement and investment activities that do not take into account biodiversity, the absence of a land use policy and land use plans as well as increasing amounts of toxic substances and pollutants can be mentioned as major factors leading to the depletion and disappearance of biodiversity in Ethiopia. The fact that forests, in particular, and vegetation cover, water and soil resources, in general, are exposed to enormous degradation due to low public awareness, the meagreness of the effort to protect and conserve biodiversity as well as the widespread poverty, are also major factors.

- **Forest Resources:** Information and data on forest resources in Ethiopia are limited. As a result adequate information and data regarding their location, areas, stock, annual incremental yield and deforestation rate is not available. According to data generated from field evaluations and observations carried out at different periods, the extent of natural forest cover in Ethiopia in the early 1990's was estimated to range from 2.5 to 3.0 million hectares. Based on assumed per capita wood consumption, in 1992 the country's total demand for wood and wood products was 47.5 million m³, out of which 45 million m³ (97.7%) was fuel wood. although the actual consumption during the same period is not known, it is estimated to have been between 13.8 and 47.5 million m³. Taking into account the population growth rate, this demand is estimated to reach 95 million m³ by the year 2014. As a major effort to curb the prevailing destruction of Ethiopia's forests and associated ecosystems and to prevent the likely consequent social and economic disruptions, countrywide tree planting activities and demarcation of forest reserve areas have been undertaken. With respect to the later, the demarcation and inventorying of 58 NFPAs totalling 4.78 million hectares can be mentioned. Many hillsides are also being closed off to animal grazing and the woody vegetation in these areas is naturally re-establishing, often quite rapidly. Increases in population and consequent expansion of settlements result in the demand for farmlands near forest areas, and increase the demands for fuel, construction and industrial wood. The forest resources of the country are also being destroyed through forest fires, low public awareness, pervasive poverty and failure to demarcate and protect the boundaries of remaining forests.
- **Water Resources:** Ethiopia is known as the water tower of North East Africa. Surface water resources in Ethiopia flow in 12 major river basins. It is estimated that an average of 122.19 billion m³ of water is annually discharged from these basins. The country's total ground water resources are estimated to be around 2.6 billion m³. The waters of 11 of Ethiopia's rivers flow into neighbouring countries. The amount of discharge that remains in the country is not more than 9 percent. The country is endowed with numerous lakes and wetlands. Among the major lakes 11 are fresh water, 9 are salty and many are crater lakes. In addition to natural surface water resources there are also a number of artificial lakes. The wetlands in the various parts of the country cover a total of 18,587 km². This is estimated to be 1.5 percent of the country's area. 80 to 90 percent of the water resources of the country are found in the Abay, Tekeze, Baro and Omo-Gibe river basins. An estimated 30 to 40 percent of the country's population is estimated to live in these basins. On the other hand, while the population living in eastern and central Ethiopia is estimated to be 60 to 70 percent of the country's total, only 10 to 20 percent of the total volume of the country's water resources is estimated to be located there. It is estimated that there are 3.5 million hectares of potentially irrigable land in the river basins of Ethiopia. Compared with other African countries, this potential places Ethiopia fourth.²

² However, because land developed for irrigation to date has not been more than five percent of the potential, Ethiopia comes down to eleventh position for actual utilization of water resources for irrigation. Because of Ethiopia's topography the rivers have enormous hydropower generating capacity estimated at 650 Terra Watts, of which very little of this capacity is being actually used. In addition, the water resources and related aquatic ecosystems are under

- **Wildlife Resources:** Among the 862 bird species recoded in Ethiopia 30.2 percent have been accorded international importance. In Addition, about 31 of the species living in Ethiopia are among those recognised globally as threatened. More over, there are 5 critically endangered, 12 endangered, and 14 vulnerable species. To protect and conserve the county's wildlife resources, 9 national parks, 8 wild animal reserve areas, 3 wildlife sanctuaries, 18 game reserves and 51 important bird areas have been designated in different parts of the country. However, because of various pressures the size of these areas is continually shrinking. As a result their actual status is not well known.³
- **Fish Resources:** It is estimated that 32,962 tones of fish can be produced annually from the major lakes, rivers, reservoirs, and ponds. Out of this around 59 percent (19,740 tones) is found in the major lakes. There are 8 major fish species used for food in Ethiopia. Among them Tilapia and Nile Perch are being depleted rapidly. A major factor causing the depletion of these species is over fishing, which is prompted by a rising consumer demand for these species.
- **Rangelands and Livestock Resources:** It is estimated that there is an area of 500,000 km² of rangelands in the lowland parts of the country and 57,000 km² in the middle and higher altitude areas. Fallow land is also used for grazing in the intensively cultivated areas of the middle and higher altitude areas. In total, the extent of rangelands in Ethiopia is estimated to be 51 percent of the total area. Livestock production systems in the country can be categorised into three types. These are: modern dairy farms run by the private sector and governmental organisations; production based mostly on free-range grazing in the middle and higher altitude areas where mixed farming is practiced; and production by pastoralists in the lowlands. In 2000/01 Ethiopia's livestock was estimated to consist camels, 35.4 million cattle, 11.4 million sheep, 9.6 million goats, 4.9 million equines, 0.5 million camels, 38.0 million chicken. In the arid and semi-arid areas, shortage of water caused by recurrent droughts and other factors is a major problem.
- **Energy Resources:** Energy supply in Ethiopia is mainly based on biomass resources. Out of the 698.84 Tera-joules of energy utilised in 1994, the share of biomass resources was 95.1 percent. The contribution of energy from petroleum and electricity was only 4.3 and 0.6 percent, respectively. Studies made at various time indicate that the country has an estimated 30 to 50 billion m³ of natural gas, 1000 Megawatts of geothermal power and an unknown but substantial quantity of coal and other energy sources such as oil shale. As regards alternative sources of energy, the country has an estimated potential for generating 2.3 Terra Watt hours of solar energy and 4.8 million Terra Calories of wind energy per annum. However, except for a limited effort to apply solar energy for expanding telecommunication services in rural areas, no other significant action has been taken to utilise alternative sources of energy. In 1996, total energy consumption in the country amounted to 723 Meta-joules.⁴

II. The Human Environment Demography

great pressure from inter alia siltation of water bodies, pollution caused by industrial and urban discharges, and disruption of the temporal and spatial rainfall distribution patterns.

³ Settlement around wildlife habitats and the consequent expansion of farmlands, increases in the number of domestic animals, poaching, forest fires as well as the lack of a sense of ownership within concerned communities due to the absence of participation and benefit sharing arrangements in the development and protection of the wild animals, can be mentioned as major factors having a negative impact on wildlife resources throughout the country.

⁴ This is equivalent to 50 million tones of fuel wood, of which 94.5 percent was acquired from bio-mass sources including fuel wood, crop residues and animal dung. Although it is believed that enormous amounts of energy can be generated from the various energy sources in the country, the sources that are most used (above 95%) are wood and other biomass products. Due to poverty, the majority of the population cannot afford to buy and/or construct the equipment required for harnessing alternative sources of energy and the biomass resources are being increasingly depleted. As a result of the deforestation, the silting up of dams and the consequent reduction in reservoir capacity has undermined the generation of hydropower energy. Biomass resources such as dung are not being ploughed back into the land as they are used as energy.

In 2002, the population of Ethiopia was estimated at over 67 million. Out of this 56 million (84.7%) was rural and 10.3 million (15.3%) was urban. Out of the rural population, 28.57 million (50.2%) were males and 28.34 million (49.8%) were females. For the urban population, the figures were 5.13 million (49.8%) males and 5.17 million (50.2%) females. The distribution of the population is 49 percent living at altitudes of 2,200 m or more percent at altitudes of between 1,400 and 2,200m above sea level.

- **Urban Conditions:** A human settlement is considered to be a town when it has a population of at least 2000. Since most towns in Ethiopia do not have master plans and have been founded and administered in a haphazard manner, they are faced with very large social and environmental problems. After the enactment of the public health proclamations in 1950 and 1955, attempts to require the development of towns in accordance with plans were made.
- **Environmental Health:** Only 31 percent of the total population has access to clean water. The coverage in rural areas is 24 percent while the coverage in urban areas is 72 percent. Sources of drinking water include rivers and lakes (33.9%), developed springs and wells (11.1%), unprotected sources such as springs and wells (38.1%) and other sources (0.15%). It is estimated that there are over three million people infected with the HIV/AIDS virus.
- **Gender and Environment:** The female population is comparable in numbers to that of the male population. Women play an important role in the management and utilisation of environmental resources and rural women in particular are responsible for providing fuel and water for household use. As the livelihood of the majority of the population is directly dependent on natural resources the depletion and degradation of these resources threatens the security of each household. Since the chore of the management of the household falls mostly on women, the depletion of biomass resources, the degradation of water resources, land degradation and the expansion of desertification and low levels of environmental sanitation have particularly and directly exacerbated the problems for women.
- **Human-made and Natural Disasters:** The increasing frequency of drought occurrences associated with global warming has exposed all local, but especially rural, communities to great amounts of misery. They do not have time to recover from past droughts and rebuild their assets before another dry period. The people living in the northern parts and the lowland areas of the country have suffered most from its impacts. Drought has also become a major factor causing natural resources degradation and the exacerbation of the poverty. The drought of 2002/2003 has exposed 15 million people to food shortages. In addition to drought, the spread of desertification has become apparent in many parts of the country. First depletion, serious damage to soil resources, reduction in animal productivity and animal products, reduction in the amount of, and disruption in, the distribution pattern of rainfall are major causes for the drought and desertification.

III. Development issues in Ethiopia

One of the world's oldest continuous civilizations, Ethiopia is also one of the worlds poorest. At US\$100, Ethiopia's real per capita GDP is among the lowest in the world - and only about one fifth of the Sub-Saharan Africa (SSA) average. Recent national household surveys find 44 percent of the people live below the basic needs poverty line and indicate that improvements since 1995 have only been marginal. Non-monetary indicators of poverty are equally severe. Not only are poverty levels amongst the highest in the world, but the Ethiopian population is extremely vulnerable, especially because of its reliance on a rainfall-based economy. The well-known negative effect of frequently recurring droughts has been further compounded in the recent past by the cumulative impact of the border conflict, deterioration in the international terms of trade (especially the price of coffee), and the AIDS epidemic. Ethiopia is currently experiencing the effects of a severe drought in many areas of the country, affecting potentially 15 million people. Given both the immediate and longer-term implications of the drought, support will be required at least until the end of 2003 and likely well into 2004. While it is the drought that has sharply increased the numbers of affected

people, underlying causes of vulnerability and related economic, social and developmental deficiencies have to be addressed.

Economic performance was good in FY01, slower in FY02, and collapsed in FY03 due to the drought. Economic growth of 7.7 percent in FY01 was spurred by an all-time high food crop which saw agriculture grow by 12.5 percent. Real GDP growth in FY02 was a more modest 1.2 percent, although non-agricultural GDP grew at 5.5 percent, slightly faster than the year before. In FY03, GDP is expected to fall by 3.8 percent, with agricultural output falling by 12.2 percent. Given that agriculture is the main sector of this largely rural society (comprising 85 percent of population, 50 percent of GDP, and 80 percent of merchandise exports), agricultural performance must dramatically improve if Ethiopia is to meet the growth targets set out in the PRSP. In conjunction, continuing to remove constraints to the development of the private sector will be key to achieving Ethiopia's growth potential.

The overarching objective of the SDPRP is to reduce poverty by enhancing rapid economic growth while at the same time maintaining macro-economic stability. For the first 3-year SDPRP program, the goal is to reduce poverty by 4 percentage points from 44 percent in FY00 to 40 percent by FY05. The long-term development vision is to build a free market economic system, which will enable the economy to develop rapidly, the country to extricate itself from its dependence on food aid and poor people to be the main beneficiaries of growth. In stressing the importance of rural development in order to improve the lives of poor people, the SDPRP acknowledges the need for explicit efforts at private sector development to put the economy on a higher growth trajectory. The SDPRP is built on the following four pillars: (1) Agricultural Development Led Industrialization (ADLI) and food security; (2) governance, decentralization, and empowerment; (3) reform of the justice system and the civil service; and (4) capacity building. In addition, the SDPRP identifies key sectoral measures and crosscutting issues, including HIV/AIDS, private sector development and trade, education, health, roads, water and sanitation, and gender.

Improving access to water and sanitation, in particular, will be made more difficult by rapid population growth. The rural population in Ethiopia is expected to grow at 2.5 percent from 50 million in 2000 to 75 million by 2015. Over the same period the urban population is expected to grow at 4 percent from 10 million to 20 million. Water coverage is currently estimated to be about 20 percent in rural areas and 80 percent in urban areas. To reach the MDG for water supply of halving the un-served population, at least 10 million more people would need to be served in urban areas at an estimated cost of \$40 million per year and 35 million more people in rural areas at about \$95 million per year.

SECTION II

LEM ETHIOPIA, BACKGROUND, ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENT

Lem, the Environment & Development Society of Ethiopia is a citizen's movement inspired with the concepts of sustainable development and was established in March 1992. Since its establishment Lem Ethiopia has entered into a voluntary partnership with communities, schools, civil societies, national & international NGOs, Embassies, government institutions at different levels, etc. working on environment/natural resources conservation to translate the noble ideas of sustainable development and livelihood security into everyday action

- 1.1 The Rational/Purpose of Lem Ethiopia:** The strong demand for important attitudinal changes among farmers, entrepreneurs, planners, decision makers, researchers, development professionals and the public at large and the strong need to **people's**

movement that can realise and exercise principles of sustainable development has made the establishment of this organisation timely. This, of course, necessitated a rational base for policy development and effective implementation in the fragile area of natural resources management; along side the responsibility and accountability the organisation should assume.

- 1.2 Nature and formation of the organisation:** LEM is an indigenous, non-governmental, non-partisan and not-for-profit **association** founded in 1990 by a group of like-minded individuals to promote policy and legislative support to issues of environmental and development in Ethiopia.

1.3. Objectives OF Lem Ethiopia

The following are among the fundamental objectives of Lem Ethiopia

- a) To enhance rational participation of the people in conservation & sustainable use of natural resources; play leading role to encourage those individuals, groups & organisations that support for the conservation of natural resources & appropriate utilisation of the resources to integrate their efforts.
- b) Provide a forum for GOs & NGOs and other development practitioners to address timely critical issues of environment and development and sensitise individuals and the public on the principles of sustainable development and generate legislative support for the issues of natural resources conservation & utilisation by forming an important advocacy group in & outside the parliament.
- c) To make a considerable effort towards avoiding negative impacts of technologies, products of technologies, chemicals and any other activities related to development; encourage the integration of economic, social and policy development with natural resources conservation & sustainable development and support the efforts focused on technologies, researches and systems that can improve abuse of resources.
- d) To encourage the development of curriculum that can help in the awareness development on the interrelationship between natural resources & development.

1.4 Organisational principles and values

- **Promoting sustainable development:** the organisation is committed to and engaged in the promotion of sustainable development practices among its target groups.
- **Popular participation:** Lem believes in equality of commitment and involvement of people at all stages of the development process and considers participation as the corner stone to success.
- **Empowerment:** Lem up-holds the concept of people's empowerment as an integral part of development process that is based on self-reliance.
- **Flexibility:** Lem emphasises the concept of learning by doing, and hence underlines the importance of flexibility in order to adjust itself to changing situations.
- **Transparency:** Lem attaches great importance to the timely and systematic flow of information among all of its staff, constituents, stakeholders, partners and other relevant parties in the development process.
- **Gender Equity:** Lem promotes the implementation of focused interventions beneficial to vulnerable social groups; mainly women as well as the under and over aged groups.

- **Accountability:** Lem strictly adheres to the principles of accountability and the maintenance of the credibility of the organisation both to its constituents and the public at large.
- **Dedication and commitment:** Lem emphasises those founding members & members of its staff should apply their services to the maximum of their skills and experience to enhance development within the target communities.

2. The Current Status of Lem Ethiopia

2.1 Organisation of Lem Ethiopia

The foundation of Lem, the Environment and Development Society of Ethiopia, hinges on facts based on the need for an integrated approach to environment and development within the socio-economic priorities of the country-Sustainable Development & Poverty Reduction. More importantly, Lem enters into a voluntary development partnership with communities, to facilitate the situations that are important for the translation of the noble ideas of sound environment, sustainable development and livelihood security into everyday action. With this respect the General Assembly is decision-making body. There Board of Directors who are elected by the General Assembly and a president elected by the Board of Directors.

2.2 Major Activities & Achievements: LEM collaborates with a number of GOs and NGOs whenever there is a common ground and if the collaboration does not contradict with its objectives on different interventions and development efforts to the best of its capacity. With regard to this, it has made a number of interventions through different approaches. The major areas are the following:

- 2.2.1 Establishment & Strengthening of School Environmental Education & Protection Clubs (SEEPs):** School community approach specifically in awareness development and initiating community outreach program has been successful. Therefore, capitalising previous experiences through the 400 SEEPs, Lem Ethiopia has launched 'people based integrated environment, population and development' which is intended to create workable environment for the establishment of Farmers Environmental Groups (group of voluntary farmers involved in natural resources conservation and promotion of sustainable development in accordance with their specific locality). Accordingly 15 FEGs have been established through SEEPs in Wolmera Woreda (Oromiya region) and in Kewet Woreda (Amhara region).
- 2.2.2 Promotion of Appropriate Technologies:** Through its Ambo Mud Technology Training Centre in Ambo Lem Ethiopia has constructed 5 model demonstration centres in mud house construction, modern mud beehive construction & energy saving mud stove constructions. In addition to these, 10 modern mud houses for 10 women headed households are under construction in Abmo. Along with promotion of appropriate technologies' the construction of biogas energy generation system from toilets in 4 high schools of Addis Ababa & 2 high schools of Amhara region funded by the Embassy of Finland, has been among the success stories of such initiation. Promotion of solar energy funded by civil societies in Germany through clean water supply is also underway in Ada'a Liben Woreda –Oromiya region.
- 2.2.3 Awareness Development; with special focus in 10 selected high schools of Amhara region, N.Shoa & S.Wollo Zones and Oromiya region, W.Shoa & Jima Zones** the effort Lem Ethiopia has made is attaining encouraging records of replication/exercising the outcomes of each awareness development programs. E.g. Creation of a forum in their vicinity to discuss on environmental issues, campaigning against unsustainable use of resources, environmental sanitation activities, etc. Beneficiaries of this intervention are school community, previous students now who have been/are leading their livelihoods in rural areas.
- 2.3 Analysis of the internal situation and SWOT Analysis:** Analysis of the organisational system reveals that though Lem is a young organisation has quite little strength in

relation to its mission. Its contribution is significant in the development process of its target communities when seen in light of the meagre resources available to its very existence.

2.3.1 The governing and management set up of the Lem: The General Assembly of the Society is the supreme organ of the organisation. It is composed of the founding members. It is thus the highest body in the decision making process the same as any other organisation envisaged in the civil or commercial codes. The second important organ in the organisational structure of Lem is the Board of Directors. The board is in charge of policy implementation along with the objectives of the Society and guides the management. The day today activities of the organisation are managed by the office, which is headed by executive director

2.3.2 Major strengths and weakness/limitations of Lem

Strengths: Competent and experienced board members as well as founding members who provide voluntary services, possess functional governance and management structure, Has defined goals, guiding principles and values, Adequate knowledge of community needs and priorities, Possess access to develop the environmental awareness of the grass-roots, No conflicting ideas with neither the public or the community or both, Has a number of public figures as members

Weakness: Inadequate involvement of founding members in program designing, implementation, resource mobilisation, lobbying, advocacy and public relations due to having a number of commitments and responsibilities, over dependence on external funding and inadequate local financial resource base, Absence of essential management systems within the organisation

2.3.3 Analysis of major strengths, Weakness/limitations, opportunities and threats

In as much as the organisation has weakness/limitations that prohibit its effectiveness, it has also strengths that should be capitalised and properly utilised to overcome the limitations in an attempt to operate more effectively. On the other hand, there are lots of opportunities that the organisation should tap from its external environment to overcome the threats it is facing. In the following SLOT-matrix both the internal and external situations are summarised and some strategic options are proposed.

Table 1 Strengths, Weakness/Limitations, Opportunities and Threats (SW/LOT) Analysis

Strength	Weakness	Opportunities	Threats
Availability of public figure, competent and experienced board members.	Involvement of well experienced founding members in resource mobilisation, <u>lobbying</u> and <u>advocacy</u> .	The Government has ratified international conventions on ESD therefore; its involvement will have good support.	Un-emplacment or pending of important policies, Majority of the population are low income i.e., below poverty line
Good networking with grass-root communities Adequate knowledge of community needs and priorities	Not yet involved in effective advocacy & lobbing activities	Issuance of environmental policies and others	Though investment is at its earliest stage there is investment promotion with no EIAs, Dependency on subsistence agriculture,
Has defined goals, objectives, guiding	Lack of adequate resources capability to implement plans	Good level of community interest to participate in	Lack of land use policy and tenure system; of laws and regulations

principles and values

Lack of diversified funding sources and absence of local resource mobilisation effort.

environment & development initiatives. Favourable situation to engage in partnership with local government development departments.

Climatic situation and recurrent drought & famine

Appreciable effort in promoting sound financial management system

Lack of effective management systems such as monitoring & evaluation, information systems as well as policies and procedures

Favourable donors attitude to support grass-root environment & development initiatives

poor productivity of the agricultural sector leading the population to increased dependence on forest resources for lively-hood

Favourable environment to share experience exchanges and net-work with other government and NGOs.

High rate of population growth, particularly in the rural areas, entailing massive deforestation in search of new cultivable and grazing land.

Strategic Options (Strengths-Opportunities)

1. **Board members** Provide better leadership and management effectiveness through increased involvement of board and other founding members in the development process
2. **System development** Based on the decision of the General Assembly the organisational structure has been changed and has re-visited its mission, goals and objectives.
3. **Resource mobilisation** Explore partners interested in environment & development and particularly a mechanism for local resource mobilisation.

3. **Analysis of the External Environment:** Many changes have taken place at national & global level since the establishment of Lem Ethiopia. The working environment has varied often bringing in new opportunities and threats to the Society.

3.1 **The National situation:** Ethiopia is among the countries highly stricken by poverty situation, which is the result of mismanagement/misuse of natural resources and political, economic and social stability interchangeably. Currently the population reached 71 million and more than 44% live below poverty line in the year 1999/2000 (SDPRP July 2002). Particularly, land use change to the worst, climatic situation and food self insufficiency have become more serious today than at the time of establishment of the Society, thus presenting new challenges to development that aims at improving the livelihoods of the rural & urban poor (about 11 million people are/will be affected by the recurrent drought and famine during the year 2002/3 according to official reports). According to a number of reports 78% of the households' use wood/bio-mass as a source of energy while less than 1% use electricity for cooking mainly in urban centres.

3.1.1 **The Policy Environment:** The emplacement and /or the enforcement of appropriate policies, guidelines and regulations, etc. that required to sustainable use of natural resources conservation are not well developed compared to the existing situations. The Ethiopian government has recognised that environmental issues are national concerns. A few years ago permanent committee on natural resources was set by the parliament. In addition to this the emplacement of Environmental Policy, regulations on EIA and Pollution Control, Population Policy, etc. are among the success stories. The government has recognised the contribution of civil societies and gives legal support though limited to legal registration & cooperation of line departments whenever there is sufficient resource/fund to implement projects. The draft policy on NGO/civil society has been drafted with the involvement of NGOs/civil societies, which has been submitted to the parliament for approval and is expected to be proclaimed in the future. The policy is hoped to create better operational environment to NGOs/civil societies in Ethiopia.

3.1.2 **Ethiopia: Sustainable Development & Poverty Reduction Programme:** In addition to the above conditions there is high interest to reduce poverty and improve the livelihood means of the people through effective extension program that gives due consideration to the sustainable use of natural resources such as soil, water,

vegetation etc. in Ethiopia. Thus, Ethiopia's SDPRP were launched in July 2002. The SDPRP document has reviewed sectoral and cross cutting issues along with the program. The major key sectoral & cross cutting issues discussed in the document respectively are the following: Rural & agricultural development policies and strategies, Food security, Pastoral development, Water resource development, Education, Health, etc. and Environment & development, population and development, gender & development and urban development and management.

- 3.1.3 Civil Societies Involved in the realisation of Sustainable Development:** A few civil societies working on environment are emerging in Ethiopia since 1992. Compared to the vastness of the country in many respects and the natural resources situation their contribution towards bringing a change in terms of quantity and quality is very minimal. In fact there are a number of factors for such outcome. More have to be done to strengthen the existing ones and to the creation of new ones. Lack of integration and networking is a challenge of the civil societies.
- 3.1.4 The Private Sector:** The contribution of the private sector to the improvement of the environment and to the realisation of sustainable development is minimal compared to the existing development problems for lack of strong economic base, policy problems and lack of awareness.

3.2 Global situation

- 3.2.1 The Global Governance for Sustainable Development:** Environmental issues have started gaining global attention since the 1970's. They have been considered as priority issues to the peoples and governments of the world. The first Earth Summit- Rio de Janeiro-Brazil (UNCED) has laid a firm ground for the conservation of natural resources/environment & sustainable development. Since then a number of international conventions, protocols & regulations etc. have been signed/ratified by the world states. Though the concern and the approach to the issues differ among the developed and developing countries (North-South), still there is interest to improve the situation.
- 3.2.2 The Global Action Plan (Declaration of the Millennium) :** The Johannesburg Earth Summit (Rio +10), which was held from September 1-5/2002 in Johannesburg-South Africa has reviewed the 10 years course in improving the local and global environment. Among the major issues reviewed by the summit have been poverty eradication, changing unsustainable patterns of consumption and production, protecting & managing the natural resource base of economic and social development, sustainable development in globalising world, health and sustainable development, and the specific situation of Africa and other regions with respect to sustainable development. It has also developed means of implementation that can help in realising sustainable development (WSSD- 5 Sep. 2002).

SECTION III

THE STRATEGIC PLAN OF LEM ETHIOPIA

By capitalising the last 15 years experience against the very existence & objectives of the Society, and on the basis of external & internal environment it is required to revisit and change its approaches towards achieving objectives. It is believed that these approaches should give the answer to where the Society wants to go or where to make differences in the development of this country. With this respect, the organisation has to undergo certain organisational development process that enhances its operational capability that can correspond with its development strategies.

4.1 The Vision, Mission & Goal of the organisation

- a) **Vision statement:** Lem envisions an Ethiopia whose environment is being sustainably managed that can adequately and continuously meet the livelihood security of the present and future generations.
- b) **Mission statement:** Lem's mission is to promote sustainable development and the improvement in the livelihood of the people through the promotion of conscious and deliberate actions by Ethiopian citizens.
- c) **Goal:** The main goal of Lem is to create strong people's movements in the country that can promote and implement concepts of sustainable livelihood/development.

4.2 Strategic Objectives: Sustainable development should be people's day to day concern and action to come out of poverty or to attain sustainable livelihood. To do this the creation of aware, voluntary, & action oriented grass root movement is very essential. Thus, based on the existing situation it has become evident that environmental advocacy and lobbying, promoting grass-roots sustainable livelihood and education in general and specifically environmental education/ awareness creation play a paramount role in the course of addressing problems of environment and development by enhancing rational community participation. However, Ethiopia has done little in this respect for different reasons. Some of the major factors leading to such under accomplishment include: delayed development of a workable environmental policy/enforcement, which is not yet very well known to the grass-root community, for example forestry, land use, policies; absence of an institutional effort to address environmental education and awareness issues; absence of an institutional lobbying capacity and experience to influence government policy for integrating environmental education into the existing formal education system; low level of environmental advocacy exercise for different reasons; non existence/low level of peoples' movement that involve the public at large in issues of environment & development, and low level of institutional capacity to create such movements. Lem Ethiopia, therefore, has changed its approach to grass-roots strengthening & networking with them. Its future activities are based on these facts.

4.2.1 Advocacy & lobbying: Advocate for the systematic implementation the Environmental Policy of Ethiopia to the level of grass-roots; Identify gaps in environmental content & harmony of sectoral policies & strategies and advocate for their review; Select critical environmental issues that require urgent action and lobby for the necessary action to be taken: for example lack of guideline on drainage system during road construction by ERA that resulted in flooding, formation of big gullies, disturbance of the ecosystem etc. ; Lobby for the enactment of sectoral and cross sectoral laws and regulations on natural resources in particular and environment in general to the parliament/decision making body at different levels; Advocate for better implementation/enforcement of such laws and regulations as well as standards; for example when the existing policies, regulation and laws are override by authorities etc. ; Undertake or promote existing data collection and conducting researches on the environment & development hotspots as necessary, to support its advocacy/lobbying and awareness creation efforts; Create/provide forums for creating awareness and promoting discussions/consultations about the issues it advocates; for example organising seminars, workshops & dialogue on TV & Radio, etc.

4.2.2 Promoting grass-roots sustainability: Promotions of farmers friendly & cost effective technologies (energy e.g. biogas & construction-mud technology, water harvesting, food preservation etc..) & enhancing energy efficiencies and any other farmers friendly technologies through community based demo sites & skill development training; Promotion of farm household wood lots and agro-forestry through community based facilitation programs; Promote the reduction of soil erosion due in-appropriate farming practices and overgrazing; Promotion of biodiversity conservation through awareness development & information accessing and lobbying; e.g. lobby for the legal protection of those areas rich in biological

resources; Promoting organic products that can boost agricultural yield, e.g. use of organic fertiliser whenever possible; Recognise women's decisive role in the realisation of sustainable development & promote the empowerment of women; Research/Identify alternative livelihoods; Give due attention to the livestock sector with regard to natural resources conservation and improved livelihood through promoting sustainable livestock management; Promotion of farm labour and time saving as well as efficiency enhancing peasant friendly technologies through demo site establishment, seminars & workshops; Network with countries which once have similar experience but now have good experiences or success stories; e.g. India, China, etc.; Create hundreds and thousands of people' movements who are development oriented and voluntarily organised for the realisation of SD.

4.2.3 **Membership & Partnership:** Develop effective resource mobilisation mechanisms through enhanced membership drive and efficient fund raising practices such as: the introduction of effective fund raising mechanisms; Potential membership expansion and designing appropriate mechanisms to collect adequate fee from members; Minimise the over dependence on external funding through enhanced local resource mobilising practices; Identify potential partners at home & abroad who have common ground with Lem Ethiopia and establish & strengthen partnership with them to create strong pressure in favour of environment & sustainable development at local & global level; Enhance the operational capability of the organisation through effectively involving its members and networks of people's movements. Develop guidelines for those peoples movement to be created in the future that can help them in promoting the ideals of sustainable livelihood/development. Initiate collaboration and networking among development agencies of the sector.

4.2.4 **National Action Programmes – CCD:** are central and integral parts of a broader process of formulating national policies for the sustainable development of affected African country Parties. A consultative and participatory process involving appropriate levels of government, local populations, communities and non-governmental organisations is undertaken to provide guidance on a strategy with flexible planning to allow maximum participation from local populations and communities. Consistent with article 10 of the Convention, the overall strategy of national action programmes emphasises integrated local development programmes for affected areas, based on participatory mechanisms and on integration of strategies for poverty eradication into efforts to combat desertification and mitigate the effects of drought. The programmes shall aim at strengthening the capacity of local authorities and ensuring the active involvement of local populations, communities and groups, with emphasis on education and training, mobilisation of non-governmental organisations with proven expertise and strengthening of decentralised governmental structures. Lem will proactively disseminate the contents of the Convention and its implementation

5. Instruments/Methodologies for Implementing the Plan

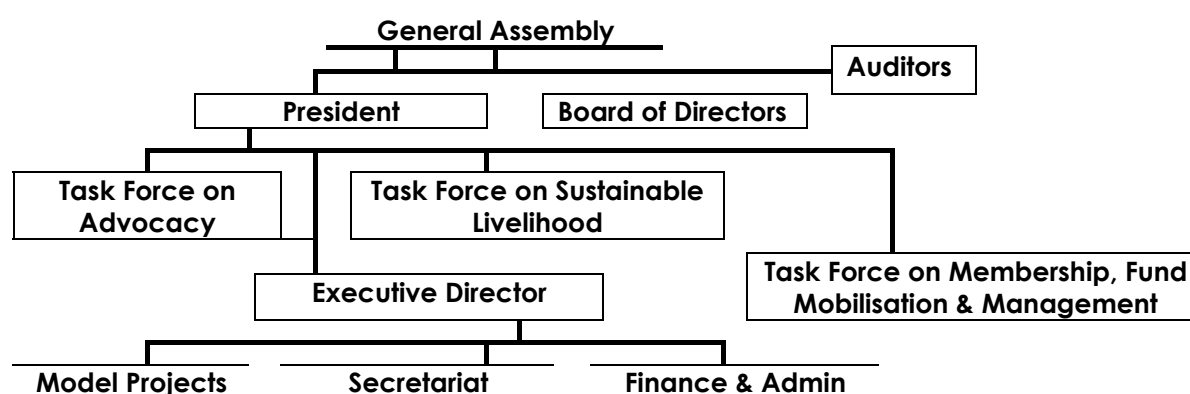
5.1 **Organisational Set up & Task Forces:** To achieve the above objectives it is essential to have effective and functional organisational set up. The Board together with the committee elected by the previous General Assembly has thoroughly discussed & reviewed the need for such an organisational set up and come up with the chart below. It is suggested that the three Task forces are going to be headed by one of the Board members assigned to each box and consists of any volunteer Lem member or outsider committed himself/herself for the objectives of the Society and recommended by the board or any other member. The basis for task of each box is to attain the above strategic objectives by developing its own terms of reference.

5.2. Identification and analysis of stakeholders and strategic partners

5.2.1 **Identification & Analysis of Stakeholders:** An organisation often has a range of stakeholders that have credibility, interest, and resources invested as well as positive

or negative influences over its various programs. With respect to its objectives LEM has a very wide range of stakeholders. See the table below for the identification and analysis of stakeholders. But among the key stakeholders are schools, communities, government agencies, non-government organisations, members of the donor community.

5.2.2 Strategic Partners: As Lem Ethiopia's key concern is natural resource conservation & sustainable use of it/environment, all sorts of society regardless of religion, ethnicity and level of social status have stake in it. Though this is the case, it is essential to identify strategic partners among the wider domain. On the one hand schools being an entry point to reach grass-root communities, grass-root communities, policy makers involved in policy making and decision/ the parliament, government institutions mandated to natural resources conservation/environmental protection, civil societies, individuals and private sectors involved in similar activities or have interest in Lem's strategic objectives at national level are key strategic partners at national level. On the other hand global communities, organisations are it private or government and individuals who have common interest and would like to contribute in Lem's environment interventions are also strategic partners.



5.3 Planned Activities (Year 2005-2007): The following activities will be executed through different approaches to achieve the above mentioned objectives.

Table 2 Stakeholders Analysis

	Community	Envi. Groups	Schools	Donors	GOs	NGOs
Interest	Improved Quality of life	Promote Sustainable development	Develop awareness, Involve in conservation	Promote common objectives, Partnership	Promotion of development	Contribute in bringing development to the people

Strength	Implements Has land use right possesses grass root-structures and has experience and knowledge	Commitment, Voluntarism Better understanding of environment	Institutionally organised in schools: receptive minds	Possess resources	Possesses financial resources, power to mobilise	Defined objectives, participatory and commitment to implement Efficient use of resources.
Limitations	Lack of improved technical know- how Illiteracy Lack of information receiving facilities	-Lack of coordination, f access to information, financial resources	-lack of technical know how & knowledge, -lack of information access	Focus on their own priorities & policies	- Inadequate grass root level field staff -High staff turnover	-Critical shortage of resources -Lack of collaboration and net-working -Imposition of government policies
Stakeholder needs	Fuel and construction materials Improved Production practices Potable water Technical support	Capacity building Access to information & other resources	Building their capacity: avail resources, experience sharing visit	Meet their objectives Strengthen their partnership	- Increase number of grass root level field staff -Enhance technical facilities	Adequate resources to implement programme A better working/ enabling environment, Sound policy support from government
what do they expect	-Technical support, -Information on new & appropriate technologies,	Capacity building, Technical support, Resources	Technical & financial support,	Periodic reports on time Success stories	Improve the livelihood situation of communities	Collaboration in various areas such as: -net-working - lobbying - Advocating
what does Lem expect from them	Resource contribution Commitment Share indigenous experience Participation in the development process Accountability	Be peoples movement on environment development Commitment to mission Information exchange	Collaboration for out-reach Raise the awareness of communities Experience sharing	Technical and financial support	Collaboration Emplacement of ESD. Policy, technical & financial assistance	Collaboration in various areas such as:- net-working Lobbying, advocating and resource mobilisation

5.3.1 Advocacy & lobbying - Proposed Activities: Review all relevant & existing local & international policies, legislation, regulations, guidelines, conventions, etc., documents that are directly related to environment & development to come up with best options to sustainable development during the year 2005; Establish a continuous dialogue with policy makers & key development practitioners with special focus to standing committee members in the Federal & Regional parliaments/policy makers (3 national and 4 regional occasions involving 50 and 30 participants respectively from year 2005-2007) on policy & development issues in collaboration with concerned government institutions and interested national & international organisations; Broadcast the dialogues on key environment & development issues by hiring air time from Ethiopian Television & Radio 10-15 minutes after each dialogue in the coming 3 years (2005-2007); Organise 3 public discussions to enhance the awareness & participation of the public at large on environment & development matters targeting Permanent Committee members of the parliament, concerned regional councils, civil societies, professional associations, and prominent individuals (up to 100 participants during each occasion) in the coming 3 years (2005-2007); Build the capacity of the 60 peoples/grassroots movement's established and to be established around the 10 high schools under 'A People Based Environment, Population & Development Project' in policy advocacy & local resource mobilisation & management; Lobby for the practical support to civil societies involved in environment & development towards the enforcement of existing policies & regulation as well as strive for the emplacement of essential development policies; Develop guidelines that can help Peoples' Movements on Environment & Sustainable Development in promoting the ideals of sustainable development in the coming 3 years (2005-2007),

5.3.2 Promoting grass-roots sustainability Ongoing: Strengthen the capacity of 10 high schools' & 10 primary schools' environmental education & protection clubs to develop their awareness and increase their action through provision of relevant awareness development packages (training, workshops, seminars, experience sharing visit, films, newsletters, etc.) in the year 2005-7; Create/establish 60 environment oriented peoples' movements through the 10 school environmental education & protection clubs in the coming 3 years 2005-7; Train 120 household representatives on alternative construction & energy resources in Ambo town and construct 10 model modern mud-houses & biogas digesters & solar energy system as appropriate in the coming 3 years (2005-2007),

5.3.3 Proposed Activities: Establish 40 new peoples' movements in Amhara, SNNPR & Oromiya Regions in 3 years period (2003-5), Promote alternative/appropriate technologies (mud technology, biogas, solar energy, etc.) among the existing 20 peoples' movements to improve their own situation through facilitation and partnership; Establish partnership with Ethiopian Agricultural Research Organisation (EARO) forestry project, Amhara Region Rural Development & Agriculture Bureau, Woreda Administration & interested NGOs (local/international) on integrated forestry resource conservation in N. Shoa Zone Amhara region. **through facilitation & partnership** in the coming 3 years (2005-2007), and Integrated Ecological Sustainability Promotion focusing on new settlement areas in Oromiya & SNNPR where the settlement is closer to threatened natural forest areas through partnership & facilitation with local & international development agencies during 2005-2007

5.3.4 Membership & Partnership: Proposed activities are to discourage dependency on external resources through effective membership drive by recruiting 150 potential members at home and abroad in the coming 3 years (2005-2007), Identify 12 potential partners at home & abroad who have common ground with Lem Ethiopia and establish & strengthen partnership with them to create strong pressure in favour of environment & sustainable development in the coming 3 years (2005-2007), Collect at Eth. Birr 1.5 million or above in the coming 3 years (2005-2007) through the above approaches and other means.

Table 3 Summary of Physical Activities & Financial Resource Plan for the period 2005-2007

	Description	Budget required in Birr				Region
		2005	2006	2007	Total	
1	Advocacy & lobbying	164,290	179,230	155,040	498,560	
1.1	Review existing document & identifying gaps & critical issues	12,000	3,000	--	15,000	National
1.2	Creating forums to discuss on critical issues (3 national 150 participants & 4 regional-120 par.I)	70,000	70,000	70,000	210,000	N & Regional
1.3	Organise 3 public discussions (focus on 100 key stakeholders)	19,800	19,800	19,800	59,400	National
1.4	Advocacy through television & radio programs (10-15 minutes after each 2)	22,400	22,400	22,400	67,200	N
1.5	Build capacity of 60 peoples /grassroots movements on Advocacy	27,840	27,840	27,840	83,520	Regional (A,O)
1.6	Lobbying for the enforcement of policies (training of focus groups)	18,500	22,440	15,000	55,940	National
1.7	Policy Advocacy guideline development (to be translated in 3 local languages)	13,750	13,750	--	27,500	National
2	Promote grass-roots sustainability	909,700	1559800	1209700	3679200	
2.1	Strengthening the capacity of 10 SEEPs & 10 other affiliated SEEPs	349,700	349,800	349,700	1049200	Amhara & Oromiya
2.2	Promote alternative technologies through training 100 trainees & the establishment of 10 demo sites one or both as appropriate	210,000	210,000	210,000	630,000	Amhara, Oromiya, SNNPR
2.3	Ecological sustainability promotion in new settlement areas (training and technology promotion)	150,000	200,000	150,000	500,000	Oromiya and SNNPR

2.4	Partnership integrated forestry conservation	200,000	800,000	500,000	1,500,000	
3	Membership & Partnership	9000	8000	8000	25000	
3.1	Recruit 150 potential members (material printing, organising an event etc.)	5000	5000	5000	15000	N & Int'l
3.2	Identify 12 or more potential partners at home & abroad (communication)	4000	3000	3000	10000	N & Int'l
3.3	Collect Eth. Birr 2,500,000 or above (This will be an income)	250000	250000	1000000	1,500000	N & Int'l
4	Organisational Development	545,600	273,600	273,600	1092800	
4.1	Strengthen the office with minimum requirement of staff (professional & supporting staff/technical & management staff)	273,600	273,600	273,600	820,800	Headquarter, project site
4.2	1 double cabin 4 wheel drive including running cost	247000	--	--	247000	
4.3	1 desk top & 1 lab top computers	25,000	--	--	25,000	
	Grand Total	1628590	2020630	1646340	5295560	

Expected fund from donors & partners 3,795,560

Expected income from membership & partnership 1,500,000

Table 4: Summary of Human Resources Requirement Plan for the period 2005-2007

S. No.	Departments/sections	Existing Staff		Staff Requirement 2005	
		Professional	Supporting	Professional	Supporting
1	Policy advocacy & lobbying	None	None	1	
2	Sustainable livelihood security	3	7	3	12
3	Membership & partnership	None	None	1	2

N.B. The 7 existing staff are all in Ambo Mud Technology Training Centre. Department s can share the supporting staff.