

# ADHENO: Integrated Rural Development Association

## \*2<sup>nd</sup> Strategic Plan (Extended Summary)

(2015 – 2019)



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## Extended SUMMARY

### 1. INTRODUCTION

ADHENO: Integrated Rural Development Association is a non-profit grassroots non-governmental organization established in 2002 for the purpose of rehabilitating the degraded natural resources and improving the livelihood of rural populations in North Shoa Zone, Bassona Worana Woreda (District) of the Amhara Regional state Ethiopia.(Annex I)

Significant accomplishments have been achieved over the past 12 years (see annex II) These include the greener land cover of what was originally eroded, barren land, revival of threatened flora, availability of clean and adequate tap water to communities in five rural kebeles, more school aged children being able to attend classes, farmers acquiring skills to produce more and better quality farm products, etc. There is now a major shift in the minds of the community who earlier on never wanted to do much other than traditional farming to improve their livelihood. Today they are actively involved in a number of gainful activities including horticulture, improved farming, small animal husbandry, etc. In words of a founding member “it is great to see people improve their livelihood. Over the years, I hated to see soils exposed to erosion, able bodied people starved.”

The ADHENO Strategic Plan \* (2015 – 2019) is the result of intense stakeholders consultation which took place in January 2015 with a validation workshop two months later in March.

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\*The study was financed by All We Can (formerly Methodist Relief and Development Fund) & CCRDA to which ADHENO is deeply indebted.

## 2. THE STRATEGIC PLANNING PROCESS / METHODOLOGY

Document reviews, a questionnaire survey, key informants interviews and focus group discussions were used to generate information/data from central, zone, Wereda and kebele levels. A one day workshop, involving all major stakeholders, was conducted to discuss and validate the findings.

## 3. VISION, MISSION, VALUES

**Vision:** *ADHENO Integrated Rural Development Association aspires to rehabilitate the degraded natural environment in order to see the livelihoods of the rural people of North Shoa becoming self-sustained, free from ignorance, healthy and dedicated community.*

**Mission:** *“ADHENO Integrated Rural Development Association dedicated to improving the living conditions of the rural people of North Shoa by working with communities and closely collaborating with Government and other development partners through participatory designing, implementation and evaluation of projects and programs of environmental rehabilitation, expanding access to basic education, facilitating income-generating opportunities and promoting wellbeing.”*

**Values:** Promote gender equality, environmental protection, collaboration with stick holders, respect culture, customs and religion regardless of gender, language, creed etc.

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## 4. THE OPERATING ENVIRONMENT/SITUATION ANALYSIS

Bassona Werena is a relatively large but very poor wereda/district with a highly extractive and expansive agricultural system. It is one of the most eroded in the country. Because all the top soil has been eroded, no conventional farming is possible on large tracts of land.

ADHENO seems to be working in a relatively conducive environment with a number of stakeholders at the wereda level in particular. A rapid **SWOT/SLOT Analysis** shows :

- a) **Strengths** include a highly committed and gender sensitive Board applying programs that reflect the felt needs in most degraded areas and underserved communities using an innovative *Tree Gudifecha* strategy.

- b) **Limitations** seem to be shortage of funds, particularly to cover administration costs; lack of a comprehensive fund raising strategy and inadequate popularization of the *Tree Gudifecha strategy*.
- c) **Opportunities** such as communities willing to participate in development initiative and adopt new technologies; line offices willing to provide technical and community mobilization support to NGO projects; and availability of land (communal and private) that is not suitable for growing crops but can be used for reforestation programs, new opportunities such as a new university (Debre Birhan) hungering to make zonal impact and current high focus on rehabilitating the Nile Basin – the *Hidassie Dam Initiative* await critical positioning efforts.
- d) However some major challenges - Short –term (project–based ) funding and some donors’ growing unwillingness to cover administration costs; high expectations and demand for services will need to be addressed.

## 5. MAIN STRATEGIC/CRITICAL ISSUES

Critical/strategic issues included whether to expand the goals and geographic scope of activities of ADHENO. The strategic decisions are that:

- a) *The main goal should remain the rehabilitation of the degraded landscape,*
- b) This will be supported by activities to mitigate socio-economic crisis such as poverty, demographic challenges etc..
- c) Strengthen ADHENO through improved research capacity to prepare fundable project and mobilized resources and a smooth leadership transition mechanism both at board and management levels.

## 6. GOALS, OBJECTIVES OF SP, RELATED STRATEGIES AND ACTIVITIES

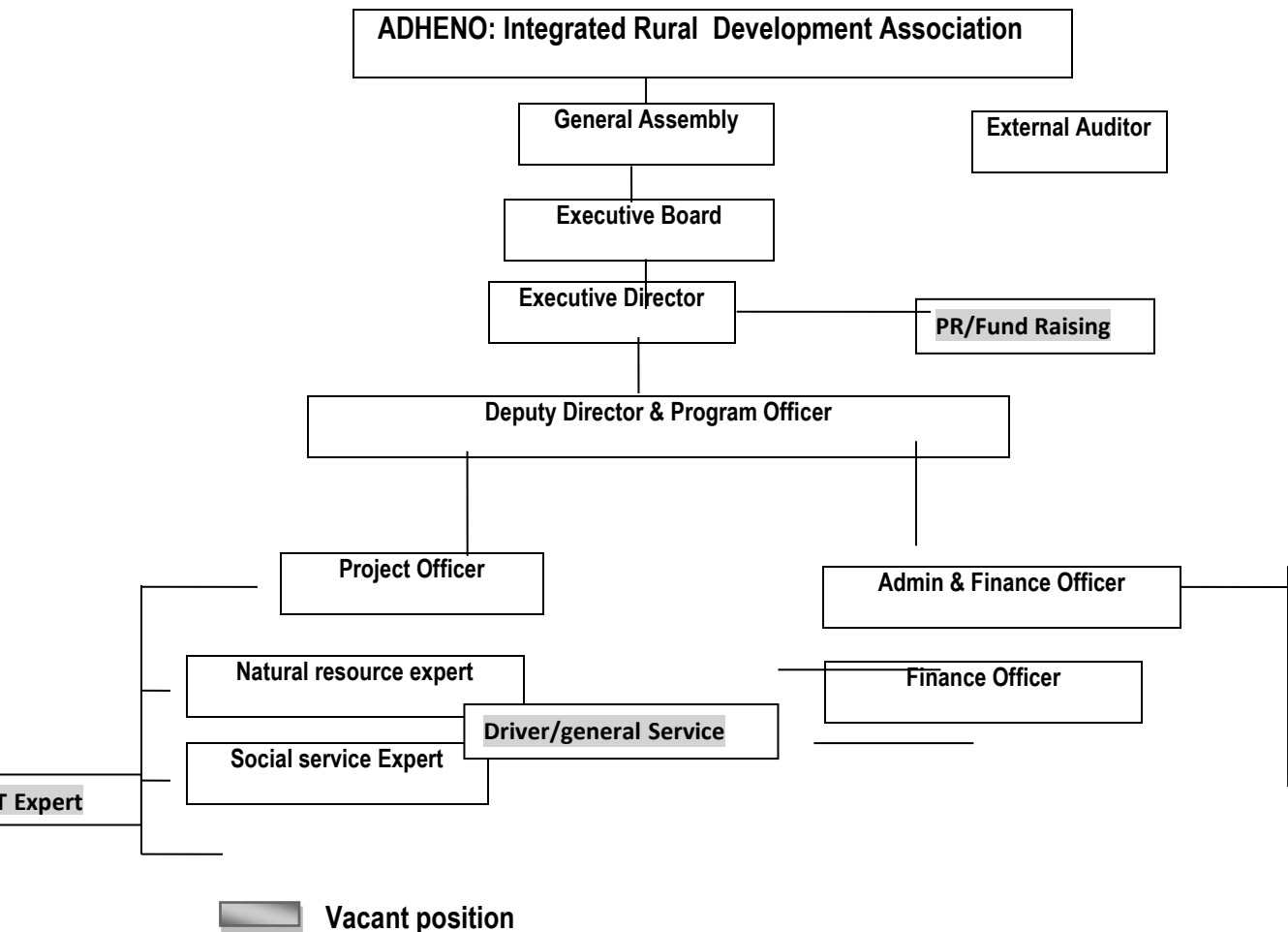
The strategy is to gradually cover all degraded/denuded areas over the next 5 years starting in the Beressa and Chacha valley/water shed i.e. kebeles not covered by other organizations. The goals, major objectives and estimate costs of implementation are summarized in the following Table.

Summary Implementation Phase and Cost - Estimates (Birr ‘000 ) of SP 2015-2019

Year	I	II	III	IV	V	Total
<b>1. Environmental rehabilitation and sustainable development</b>	<b>1,562</b>	<b>2,285.</b>	<b>3,555.5</b>	<b>3,692.9</b>	<b>3,696.5</b>	<b>14,791.90</b>
1.1 Strengthen/Establish central and communal tree nurseries	72	117	180	194.4	204	767.4
1.2 Consolidate in current kebeles	168	75	75	0	0	318
1.3 Identify new areas for expansion	24	108	1,194	1,580	1,750	4656
1.4 Protect and maintain springs plus water harvesting	188	648	648	648	864	2996
1.5 Develop small scale irrigation facilities	48	175	175.5	175.5	175.5	749.5
1.6 Improve soil and water conservation practices	138	152	144	144	108	686
1.7 Promote measures against poverty & (youth) unemployment	924	1,010	1,139	951	595	4419
<b>2. Crisis mitigation goal</b>	<b>370</b>	<b>205</b>	<b>230</b>	<b>215</b>	<b>255</b>	
2.1 Promote measures to mitigate the educational 'crisis'/status	263	145	170	195	235	1008
2.2 Promote measures to mitigate the health care 'crisis'/status	83	40	40	0	0	163
2.3 Promote measures to mitigate gender bias	24	20	20	20	20	104
<b>3. Strengthening ADHENO</b>	<b>912</b>	<b>909.4</b>	<b>1,128.5</b>	<b>1,148.1</b>	<b>1,348.5</b>	
3.1 Mobilize funding and other support	167	140	110	122	122	661
3.2 Administration recurrent expenditure	690	690	820	916.1	1,001.5	4117.6
3.3 Monitoring & Evaluation	55	79.4	198.5	110	225	667.9
<b>Grand total</b>	<b>2,844</b>	<b>3,400</b>	<b>4,914</b>	<b>5,056</b>	<b>5,300</b>	<b>21514</b>
<b>%</b>	<b>12.9</b>	<b>15.9</b>	<b>22.9</b>	<b>23.4</b>	<b>24.8</b>	

## 7. INSTITUTIONAL DEVELOPMENT, ORGANIZATION AND MANAGEMENT (GOVERNANCE)

ADHENO will engage a few more staff (a Plan/Program/Fund Raising and M&E Officer and few field experts...) but remain lean. Operation research and planning/programming capacity; capacity to prepare fundable projects and mobilize resources; and implementation in collaboration with the community and local government institutions will be strengthened. Planned Board and top management succession plan will be implemented.



### MONITORING AND EVALUATION (M&E) PLAN

Continuous internal monitoring, a mid-term (year III) and final evaluations (year V) will be conducted.

## **8. CHALLENGES, SUSTAINABILITY OF OUTCOMES AND THE WAY FORWARD**

Sustaining focus on the main goal in the context of pressing and diverse expectations from the communities and various agendas of donors on which the organization heavily depends for funding is bound to be challenging. Temptation to broaden the geographical reach (beyond the Wereda and even the zone) because of community and donor demands will have to be overcome. Increasing capacity to raise funds and managing the transition from “founders” to “community” organization are also major anticipated challenges but ADHENO seems well poised to meet them.

## **9. APPRECIATION**

ADHENO gratefully acknowledges the financial support of its partners (individuals, organizations, firms and donors). Special thanks to go CCRDA/Sida, GEF, Embassy of Ireland, Embassy of Japan, Dir Byabir, CSSP, All We Can (Methodist Relief & Development Fund), Plan Ethiopia, Prof. Turnowhiski and Prof. Micheal, Lishan Memorial and Hiwote Fund. No success could have been achieved without the active participation of the community and cooperation of the government.

**As our esteemed partner, you are cordially invited to walk with us**

**In implementing this noble strategic plan.**

Major Awards:

- Winner of the 2003 World Bank Competition for innovative Development ideas,
- The 2011 Green Hero Award, H.E. Ato Girma Woldegiorgis, Patron of National Green Award Program,
- Recognition Certificates from several Government offices North Shoa, Amhara Regional State.

Annex I

- 1-Matti
- 2-Chenbirre
- 3-Geeft
- 4-Metkoria
- 5-Moy-Amangult
- 6-Goshebedo
- 7-Mutti-Cherkos
- 8-Birbirs
- 9-Angolela
- 10-Kasima
- 11-Zendegur
- 12-Moy Meda
- 13-Weyneye
- 14-Debre Birhan town
- 15-Debre Birhan
- 16-Kor Margefia
- 17-Sarya
- 18-Chiraro Debr
- 19-Nas
- 20-Addisge
- 21-Baso Dengora
- 22-Gudo Beret
- 23-Aba Mote
- 24-Keyit
- 25-Bakelo
- 26-Wushawushegn
- 27-Delila
- 28-Bere Ager
- 29-Goshu Ager
- 30-Debele
- 31-Wayu Anbak Mewgia



- Yellow ADHENO's Project Kebeles

Annex II

ADHENO's 12 years Achievements



## 1. Natural Resource Development and Conservation

- Established five tree nursery stations
- Raised 2.2 million tree seedlings
- Covered 220 hectare of land with trees
- Developed 180 woodlots and planted 180,000 indigenous tree seedlings
- Established eleven area closures covering 28 hectare of land
- Covered over 2,800 hectare of land with different physical soil and water conservation structures
- Distributed 1,944 agricultural hand tools used for construction of Soil and Water Conservation Structures.

## 2. Capacity Building

- Trained 1,332 model farmers on soil and water conservation structures (Female 220)
- Trained 150 youth on nursery management (120 females)
- Trained 825 (female 315) model farmers on fruit trees and vegetable management
- Trained 1884 model farmers on basic bee keeping skill
- Trained 434 model farmers on compost preparation
- Established 12 self help groups having 212 members with 170,000 birr capital
- Created job opportunity for 289 jobless youth
- Trained 215 destitute women on fuel saving stove production skills

## 3. Provision of Support

- Distributed 2,480 high land fruit seedling to 248 model farmers (80 females)
- Distributed 12,720 low land fruits seedling to 191 model farmers (67 females)
- Distributed 1000 sheep to 300 model farmers (120 females)
- Distributed 1,120 chickens to 258 beneficiaries (220 females)
- Distributed 1600 fuel saving stove on cost sharing basis

## 4. Infrastructure

- Developed 12 water springs benefiting 5040 community members
- Constructed 5.6 KM footpath
- Constructed a foot bridge benefiting 5500 people over Beresa river

## 5. Educational Support

- Established an elementary school (current enrolment 350)
- Renovated 30 class rooms
- Provided adult education program to 400 model farmers
- Provided 624 reference books
- Provided 235 school chairs and tables
- Provided financial support to 189 elementary and 57 secondary school girls

## 6. Health

- Conducted over 150 community conversation sessions benefiting over 2000 community members
- Established de-worming program in connection with provision of water supply

## 7. Small Scale Irrigation: Provided support for the construction of five rainwater harvesting ponds