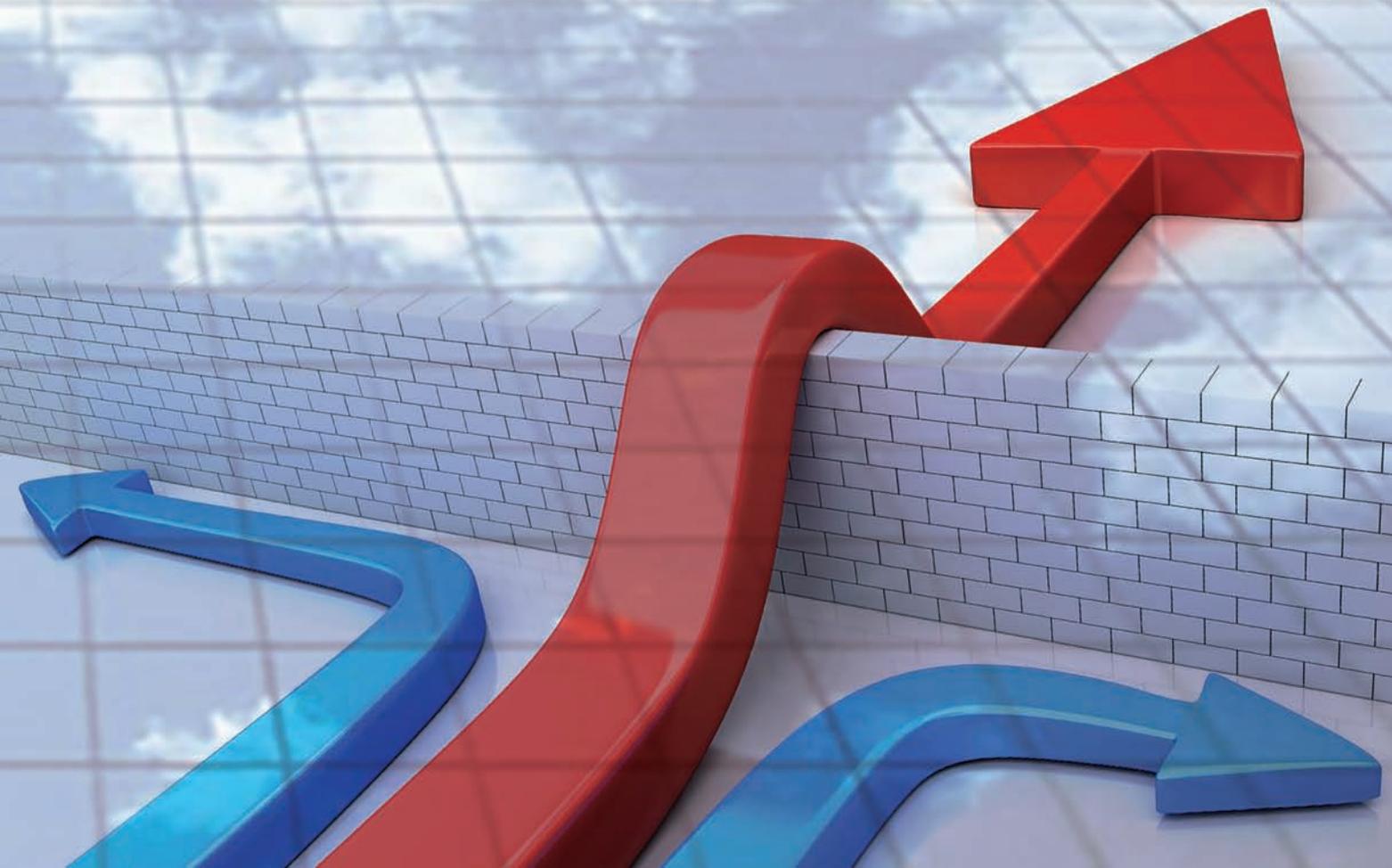




P H E
ETHIOPIA
consortium

Strategic Plan

2015-2020



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Supported by

The David and Lucile Packard Foundation

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The Population, Health and Environment Ethiopia Consortium (PHE EC) is an Ethiopian Non-Government Organization that was initiated in November 2007, formally established in 2008, and received legal certification from the Federal Charities and Societies Agency in 2010 (registration number 1496). PHE EC comprises a network of 58 member organizations coordinated by a Secretariat based in Addis Ababa. The secretariat is governed by a board that is accountable to a general assembly of member organizations which happens every year.

PHE EC works closely with its member organizations and partners at different levels to promote integration of social, economic and environmental issues and cultivate comprehensive and collaborative responses to the multi-dimensional challenges associated with poverty and vulnerability in order to achieve sustainable development. This is done through supporting members' and partners' implementation of Population, Health and Environment (PHE) interventions through:

- Fund acquisition and channeling
- Technical assistance and consulting
- Conducting research and knowledge dissemination activities to identify and promote good practices,
- Promoting improved policies and programs to build an appropriate enabling environment, and
- Actively engaging in capacity building, networking and coordination through a multi-sectoral approach

What is PHE?

The PHE integrated approach seeks to address the complex connections between humans, their health and economic wellbeing, and the environment. PHE evolved from the recognition that communities cannot exercise adequate stewardship over their natural resources and environment if their health, nutrition and economic needs are not met. In addition, it recognizes that high population growth and unsustainable use of natural resources can lead to the loss of ecosystems services, which exacerbates poverty and adversely affects social and economic outcomes.

Central to the PHE approach is improving access to family planning information and services, which works in a complementary fashion with health, environmental management, and alternative livelihood activities to enhance development and preserve local ecosystems. The underlying philosophy is multi-sectoral integration and partnerships combined with strong community participation and ownership. This integration enables more effective achievement of human wellbeing and environmental conservation outcomes, and contributes to sustainable development.

PHE approaches have been successfully implemented in a number of countries in Africa and Asia. They have been found to be more effective and gain more support from target communities than single-sector interventions due to their integrated and comprehensive approach.

Since its establishment in 2008, PHE EC has grown significantly in size and influence to play an important role in advancing a multi-sectoral integrated approach for addressing family planning, reproductive health, environmental conservation, climate change, and human wellbeing in Ethiopia and around the world.

Some key achievements of PHE EC include:

- Facilitating the implementation of pilot PHE interventions by member organizations in over 40 woredas (districts) in Ethiopia, which have engaged over 800,000 direct beneficiaries.
- Raising awareness and appreciation of the value and benefits of multi-sectoral PHE integrated approaches with PHE EC members and partners, government agencies, community organizations, higher education institutions, and media outlets.
- Generating funds through local and international partnerships to support capacity building, research, and the implementation of PHE interventions, as well as facilitating the channeling of funds directly to members and partners.
- Participating in global conferences and forums to promote the PHE integrated approach and to contribute to relevant strategic discussions. These conferences include international family planning conferences, COP15-20, RIO+20, Countdown 2015 High Level Expert Meeting, and the International Conference on Population and Development.
- Establishing strong partnerships with the East African and African PHE Network, the African Civil Society Coalition for Population and Development, and the global Population and Sustainable Development Alliance.
- Conducting research, generating evidence, and engaging in policy dialogues on a range of critical issues, including the role of multi-sectoral partnerships in rehabilitating Ethiopian river catchments, protected areas and biospheres, the linkages between climate change, food security and population growth, the effectiveness of PHE approaches for achieving family planning and fertility outcomes, and the importance of addressing the population dividend in the context of Ethiopia.
- Initiating and strengthening multi-sectoral park management systems in the Simien Mountains and Awash National Parks through the Strategic Climate Institutions Program. This program, funded by governments of United Kingdom, Norway and Denmark, supports the conservation and rehabilitation of these important environmental resources and provides a model for replication in other protected areas.
- Working with partners to pilot an innovative multi-sectoral approach to mitigate the problem of environmental degradation in the Bale-Eco Region through the Support for Horn of Africa Resilience initiative funded by the European Union.
- Establishing the PHE EC website (which has a significant number of local and international visitors),

producing seven documentary films, and publishing over forty communication materials including newsletters, policy briefs, and case studies.

- ▶ Developing training materials and guidelines for members and partners including the Champions of Change and PHE Good Practice Data Collection Guidelines, Shared PHE Monitoring and Evaluation Toolkit, Climate Change Toolkit for Schools Environmental Education, and PHE Grant Management Manual.
- ▶ Establishing formal partnerships with Ethiopian universities on demand-driven research engagements.

Despite the significant achievements that PHE EC has made to date in advancing the PHE and climate change agendas, its efforts must be expanded in order to continue to promote Ethiopia's sustainable development.

PHE EC has identified five strategic goals that will shape the focus of its work over the next six years. These five goals have been identified through an assessment process that included a SWOT analysis of the PHE EC, a situational analysis and review of the achievements from the previous PHE EC strategic plan (2011-2013), consultations with members, partners and other key stakeholders, and a review of current trends, contemporary issues and recent research findings.

These strategic goals were selected as focus areas for the PHE EC Strategic Plan 2015-2020 based on the unique strengths of the PHE approach and the potential for PHE EC to play an instrumental role in catalyzing actions to address these issues. Moreover, PHE EC believes that there is an urgent need for these issues to be addressed in a timely manner in order to capitalize on the window of opportunity they present to steer Ethiopia on a sustainable development pathway and to reach its ambitions of inclusive social and economic development.

It is important to recognize that due to the complex and multi-faceted nature of these issues, they will need to be addressed through the collective efforts of the PHE EC Secretariat and its member organizations, as well as higher education organizations, international partners, Ethiopian government agencies from the local to national level, and most importantly, the beneficiary communities in Ethiopia.

Strategic Goal 1: Advancing Family Health and Women's Empowerment

According to the most recent report on the Millennium Development Goals in Ethiopia, the country has made commendable progress towards reaching the targets for a number of the goals. For example, Primary Health Care Service coverage has reached over 93% and contraceptive prevalence rate has increased from 8% in 2000 to 29% in 2011, and 42% by 2014. However, despite significant progress, maternal mortality rates in Ethiopia remain one of the highest in sub-Saharan Africa. Data also shows that the percentage of deliveries attended by skilled birth attendants is just above 20%, while the use of modern contraceptives has increased to approximately 20%, but is still very low compared to many other African countries. In addition, despite overall improvements, 13% of children from the poorest quintile in Ethiopia die before the age of five.

Ethiopia has also introduced policies and initiatives to promote gender equality and women's empowerment. Consequently, the country has made progress in reducing the gender disparity in education, access to credit services, and participation in public decision-making processes. However, women and girls still face deep-rooted cultural norms and social inequities in some parts of the country, which contribute to the persistence of early marriage and genital mutilation and circumcision, low educational attainment rates, and limited economic opportunities. Evidence shows that higher education levels for women is equated with greater influence on resource allocation, timing of marriage, and number and spacing of children. Moreover, women's active participation is crucial for the success of PHE initiatives. Therefore, it is critically important that additional efforts are made to ensure all women and girls in Ethiopia have access to family planning and reproductive health services; equal access to education, land, employment, and economic opportunities; and equal representation in public decision-making processes.

Response: PHE EC will promote policies, strategies and initiatives and strengthen multi-sectoral partnerships to advance family health outcomes, women’s empowerment, and gender equity in Ethiopia.

Strategic Goal 2: Facilitating the Attainment of the Demographic Dividend

Research conducted by the Population Reference Bureau has revealed that one important strategy for realizing Ethiopia’s goal of reaching middle-income status by 2025 is the attainment of a demographic dividend. This strategy requires changing the composition of the country’s population age structure to accelerate economic growth by increasing the ratio of working-age people to dependent children and the elderly. This can be achieved by improving access to reproductive health and voluntary family planning services combined with investments in health, education and youth employment.

Over the last ten years Ethiopia has made progress in these areas. However, population growth rates remain high and educational outcomes are still low, particularly for women. Unless this population growth rate is attenuated and additional investments are made to enhance educational outcomes and generate youth employment opportunities in an integrated and coordinated way, Ethiopia will not achieve the necessary demographic composition to facilitate rapid and sustainable economic development.

Response: PHE EC will promote policies, strategies and initiatives to facilitate the attainment of the demographic dividend for Ethiopia through the engagement of relevant stakeholders and with a strong emphasis on girls’ education and youth employment.

Strategic Goal 3: Addressing Climate Change and Environmental Degradation

Ethiopia is considered highly vulnerable to the impacts of climate change. This is due to its unique geographical and topographical features, the high dependency of a large sector of the population and the economy on rain-fed agricultural production systems, and the persistence of low levels of socio-economic development in many rural areas. In addition, Ethiopia’s natural resources are under severe pressure due to a number of factors, including long-term land degradation, population dynamics, expansion of cultivated areas, open grazing practices, and the growing demand for resources and energy to fulfill its economic growth aspirations. Therefore, climate change and environmental issues must be addressed as a matter of urgency and should be a cornerstone of the national development agenda.

Climate change and environmental degradation both involve a complex range of interdependent factors, requiring multi-stakeholder and multi-sectoral responses to effectively address them. For example, the combination of land degradation, agricultural expansion, and population growth are causing high levels of sediment to be washed into Ethiopia’s river basins, which is threatening to reduce the lifespan of major hydroelectric energy investments. This also has implications for the water resources available to neighboring and downstream countries and is therefore both a national and regional concern that requires basin-wide strategic responses involving multiple stakeholders.

In addition, research undertaken by the Futures Group in partnership with PHE EC has demonstrated that climate change could result in higher levels of food insecurity in Ethiopia due to a reduction in agricultural output in combination with an increased population size. This situation could be avoided through combined efforts to climate-proof Ethiopian agriculture and incorporate family planning within climate change adaptation plans and strategies. However, it is important to recognize Ethiopia

cannot act alone to address climate change; international actions and partnerships will be critical to mitigate the impacts of climate change and to support adaptation measures.

Response: PHE EC will promote multi-sectoral and collaborative PHE approaches to address climate change and to rehabilitate and protect natural resources and ecosystems at a national, regional and global level.

Strategic Goal 4: Contributing to the National and International Sustainable Development Targets

The Ethiopian Government has developed a number of ambitious and innovative policies and strategies for advancing human and economic development outcomes in Ethiopia and reaching middle-income status by 2025, while pursuing a green development pathway. These include the Growth and Transformation Plan (GTP), the Climate Resilient Green Economy (CRGE) strategy, and sector-focused strategies and policies. These policies and strategies provide national-level goals and targets for key sectors, such as health, education, and agriculture, and also incorporate international targets associated with the Millennium Development Goals (MDGs) and other global initiatives.

A number of these key strategies, most notably the second iteration of the Growth and Transformation Plan, are under review or being updated. In addition, the international community is in the process of developing a new set of international development targets that will replace the Millennium Development Goals in 2016, which are expected to be called the Sustainable Development Goals (SDGs). Our climate change programming will focus on Climate Resilient Green Economy (CRGE) and Ethiopia's Intended Nationally Determined Contributions (INDC). For population and development we will use the strategies introduced at the International Conference on Population and Development (ICPD) Programme of Action. PHE EC recognizes the importance of these national and international policies and strategies in guiding Ethiopia towards sustainable development and is committed to supporting the achievement of the national targets through both its policy dialogues and the implementation of PHE initiatives.

Response: PHE EC will contribute to the development and achievement of the goals and targets associated with the new Growth and Transformation Plan, the post-2015 Sustainable Development Goals, and the Intended Nationally Determined Contributions in Ethiopia, Africa and globally.

Strategic Goal 5: Advancing Multi-Sectoral and PHE Integrated Approaches and Capacity

PHE EC has made significant progress in promoting and implementing the PHE integrated approach in Ethiopia and internationally since 2008. This has included facilitating the implementation of pilot PHE integration projects by member organizations, raising awareness and appreciation of the benefits of multi-sectoral PHE integrated approaches with key stakeholders, generating funding through local and international partnerships, conducting research and evidence generation activities, participating in global conferences and forums, and establishing multi-sectoral protected areas management systems in two national parks.

However, the review conducted by PHE EC as part of its strategic planning process revealed some key focus areas for improving its performance and capabilities in order to achieve its strategic objectives and to make a more significant contribution to sustainable development in Ethiopia. In particular,

there is a need to strengthen its monitoring, research and evidence generation activities to verify the impact of PHE projects, and to generate sufficient levels of funding to enable members and partners to scale-up PHE initiatives.

Response: PHE EC will enhance the capacity of members and partners to implement and scale-up effective multi-sectoral and PHE approaches and initiatives through strong monitoring evaluation engagements.

Strategic Goal 6: Become an Internationally Recognized Center of Excellence on PHE and Multi-Sectoral Approaches.

PHE EC is recognized for its leadership and experience in promoting and implementing multi-sectoral PHE approaches in Ethiopia and at a regional and international level. It is also one of the only organizations in the world that has a specific focus on multi-sectoral PHE approaches. Consequently, PHE EC has a unique opportunity to establish itself as a center of excellence that is internationally renowned for its expertise on PHE and multi-sectoral approaches. In order to reach this status, PHE EC needs to enhance the capacity of the Secretariat to better support its members and partners and to create platforms for facilitating local and global learning of PHE and multi-sectoral approaches.

Response: PHE EC will enhance the capacity of PHE EC in evidence generation, communications, knowledge management, and human and capital resources, and establish a resource and learning center on multi-sectoral PHE integrated approaches.

4

VISION, MISSION, AND VALUES

VISION

Ethiopia with a sustainable use of resources, resilient ecosystems, sustainable livelihoods, and a healthy population.

MISSION

To contribute to sustainable development in Ethiopia by promoting and enhancing the integration of population, health and environment through multi-sectoral approaches.

VALUES

We Promote Respect for Nature and Human Well-being

PHE EC and its members strongly believe that people should be the main focus of development interventions and that human wellbeing is inextricably linked to the health and sustainability of the environment.

We Believe in Partnerships and Collaboration

PHE EC believes partnerships and coalition-building as the cornerstone of successful multi-sectoral PHE integration and is committed to fostering and sustaining partnerships with government bodies, member organizations, development partners, and other stakeholders in order to achieve its goals and objectives.

We Promote Equality, Rights and Diversity

PHE EC promotes social equality and the rights of all people, including women, children and marginalized communities, to be respected and protected.

PHE EC works with people from all walks of life and encourages the active participation of people regardless of age, gender, disability, or any other differences.

We Promote Accountability and Transparency

PHE EC accepts full accountability for all its agreed commitments and strongly supports the use of evidence and results to influence decision-making and to measure the effectiveness of its interventions and activities.

PHE EC strives to openly demonstrate the results of its work transparently to its members, partners, stakeholders, and the general public.

We Promote Community Ownership, Participation and Empowerment

PHE EC and its member organizations believe that community ownership, participation, and empowerment are essential components of successful interventions to promote creativity, imagination, innovation, and sustainability.

5

GOALS, OBJECTIVES, AND MILESTONES

Strategic Goal 1:

Advancing Family Health and Women's Empowerment.

Objective 1:

Promote policies, strategies and initiatives and strengthen multi-sectoral partnerships to advance family health outcomes, women's empowerment, and gender equity in Ethiopia.

Milestone 1.1:

Policies and strategies are initiated by government and key stakeholders to advance family health outcomes and women's empowerment and achieve gender equity, including the official endorsement of multi-sectoral approaches.

Milestone 1.2:

The national targets for family health and women's empowerment are achieved or on track to being achieved.

Strategic Goal 2:

Facilitating the Attainment of the Demographic Dividend.

Objective 2:

Promote policies, strategies and initiatives to facilitate the attainment of the demographic dividend for Ethiopia through the engagement of relevant stakeholders and with a strong emphasis on girls' education and youth employment.

Milestone 2.1:

Attainment of the demographic dividend officially endorsed by Ethiopian Government as a policy goal.

Milestone 2.2:

Joint planning and actions are initiated by government and key stakeholders to progress towards the attainment of the demographic dividend.



Strategic Goal 3:

Addressing Climate Change and Environmental Degradation.

Objective 3:

Promote multi-sectoral and collaborative PHE approaches to address climate change and to rehabilitate and protect natural resources and ecosystems at a national, regional and global level.

Milestone 3.1:

The contribution of the PHE approach to climate change and environmental protection are recognized by the Ethiopian government and incorporated into national development plans.

Milestone 3.2:

Multi-sectoral approaches are initiated by government and key stakeholders to address climate change and to rehabilitate and protect natural resources, and national targets are achieved or on track to being achieved.



Strategic Goal 4:

Contributing to the National and International Sustainable Development Targets.

Objective 4:

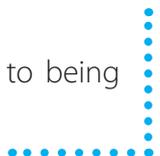
Contribute to the development and achievement of the goals and targets associated with the new Growth and Transformation Plan, the post-2015 Sustainable Development Goals, and the Intended Nationally Determined Contributions in Ethiopia, Africa and globally.

Milestone 4.1:

The national/international targets for sustainable development are developed through the inclusive and active participation of relevant stakeholders.

Milestone 4.2:

The national/international targets for sustainable development are achieved or on track to being achieved.





Strategic Goal 5:

Advancing Multi-Sectoral and PHE Integrated Approaches and Capacity.

Objective 5:

Enhance the capacity of members and partners to implement and scale-up effective multi-sectoral and PHE approaches and initiatives.

Milestone 5.1:

Strong evidences and lessons learned are generated resulting in an increased value of funds channeled to members and partners for PHE implementation.

Milestone 5.2:

Multi-sectoral and PHE integrated approaches are expanded with wider area coverage and meet appropriate quality standards.



Strategic Goal 6:

Become an internationally recognized center of excellence on PHE and multi-sectoral approaches.

Objective 6:

Enhance the capacity of PHE EC in evidence generation, communications, knowledge management, and human and capital resources, and establish a resource and learning center on multi-sectoral PHE integrated approaches.

Milestone 6.1:

PHE EC has an increased financial and resource base, high performing and dedicated staff, and strong organizational systems and processes.

Milestone 6.2:

PHE Online Resource Center and learning center for multi-sectoral and integrated approaches are established and utilized by members, partners and the general public locally and internationally.



5

STRATEGIES AND INDICATORS

Strategic Goal 1:

Advancing Family Health and Women’s Empowerment.

Objective 1:

Promote policies, strategies and initiatives and strengthen multi-sectoral partnerships to advance family health outcomes, women’s empowerment and gender equity in Ethiopia.

Strategies	Indicators
1.1. Organize events and produce advocacy materials to promote policies, strategies and initiatives to improve family health and women’s empowerment in Ethiopia.	✔ Number of events and meetings organized and materials produced to influence family health and women’s empowerment policies, strategies and initiatives.
1.2. Work with partners to engage government on multi-sectoral initiatives to improve family health, women’s empowerment, and gender equity in Ethiopia.	✔ Number of sectors/stakeholders engaged on initiatives to improve family health, women’s empowerment, and gender equity in Ethiopia.
1.3. Conduct research and generate evidence on the role and synergies between PHE integration and Women’s Empowerment and Family Health in collaboration with higher education organizations, research institutes, and partners.	✔ Number of higher education organizations, research institutes, and partners collaborating with PHE EC on research/evidence generation initiatives. ✔ Number of research/evidence generation initiatives developed and conducted in collaboration with higher education organizations, research institutes, and partners.
1.4. Maintain active involvement in local and global partnerships and alliances on issues related to Family Health and Women’s Empowerment to build visibility, engage new partners, promote PHE and multi-sectoral approaches, and communicate research findings.	✔ Number of local and global partnerships and alliances where PHE EC is an active member. ✔ Number of new partners created and engaged on issues related to Family Health and Women’s Empowerment.

Strategic Goal 2:

Facilitating the Attainment of the Demographic Dividend.

Objective 2:

Promote policies, strategies and initiatives to facilitate the attainment of the demographic dividend for Ethiopia through the engagement of relevant stakeholders and with a strong emphasis on girls' education and youth employment.

Strategies	Indicators/Milestones
2.1. Organize events and produce advocacy materials to promote the attainment of the demographic dividend as an official policy goal for Ethiopia.	<ul style="list-style-type: none"> ✔ Number of events organized and advocacy materials produced. ✔ The importance of the attainment of the demographic dividend is formally recognized by the Ethiopian government.
2.2. Partner with government agencies and other development partners on joint-initiatives to facilitate the attainment of the Demographic Dividend in Ethiopia.	<ul style="list-style-type: none"> ✔ Number of joint-initiatives undertaken to work towards the attainment of the Demographic Dividend in Ethiopia.
2.3. Conduct research and generate evidence on the links between PHE integration and the Demographic Dividend in collaboration with higher education organizations, research institutes, and partners.	<ul style="list-style-type: none"> ✔ Number of higher education organizations, research institutes, and partners collaborating with PHE EC on research/evidence generation initiatives. ✔ Number of research/evidence generation initiatives developed and conducted in collaboration with higher education organizations, research institutes, and partners.
2.4. Maintain active involvement in local and global partnerships and alliances on issues related to the Demographic Dividend to build visibility, engage new partners, promote PHE and multi-sectoral approaches, and communicate research findings.	<ul style="list-style-type: none"> ✔ Number of local and global partnerships and alliances where PHE EC is an active member. ✔ Number of new partners created and engaged on issues related to the Demographic Dividend.

Strategic Goal 3:

Addressing Climate Change and Environmental Degradation.

Objective 3:

Promote multi-sectoral and collaborative PHE approaches to address climate change and to rehabilitate and protect natural resources and ecosystems at a national, regional and global level.

Strategies	Indicators/Milestones
3.1. Organize events and produce advocacy materials to promote the role of PHE and family planning in climate change adaptation and mitigation in Ethiopia.	<ul style="list-style-type: none"> ✔ Number of events organized and advocacy materials produced. ✔ The role of PHE and family planning in addressing climate change is formally recognized by the Ethiopian government and development partners.
3.2. Promote and initiate multi-sectoral and multi-stakeholder approaches to rehabilitate and protect ecosystem services in Ethiopia's Protected Areas, biosphere reserves, and watersheds.	<ul style="list-style-type: none"> ✔ Number of environmental rehabilitation and protection initiatives in Protected Areas, biosphere reserves, and watersheds adopting a multi-sectoral/multi-stakeholder approach.
3.3. Enhance and widen the scope of PHE initiatives to incorporate climate change adaptation and mitigation where possible.	<ul style="list-style-type: none"> ✔ Number of PHE interventions implemented that specifically incorporate climate change adaptation and mitigation activities.
3.4. Conduct research and generate evidence on the links and synergies between PHE and climate change and the role of multi-sectoral approaches in the rehabilitation and protection of natural resources in collaboration with higher education organizations, research institutes, and partners.	<ul style="list-style-type: none"> ✔ Number of higher education organizations, research institutes, and partners collaborating with PHE EC on research/evidence generation initiatives. ✔ Number of research/evidence generation initiatives developed and conducted in collaboration with higher education organizations, research institutes, and partners.
3.5. Maintain active involvement in local and global partnerships and alliances on issues related to climate change and environmental degradation to build visibility, engage new partners, promote PHE and multi-sectoral approaches, and communicate research findings.	<ul style="list-style-type: none"> ✔ Number of local and global partnerships and alliances where PHE EC is an active member. ✔ Number of new partners created and engaged on issues related to climate change and environmental degradation.

Strategic Goal 4:

Contributing to the National and International Sustainable Development Targets.

Objective 4:

Contribute to the development and achievement of the goals and targets associated with the new Growth and Transformation Plan, the post-2015 Sustainable Development Goals, and the Intended Nationally Determined Contributions in Ethiopia, Africa and globally.

Strategies	Indicators/Milestones
4.1. Actively contribute to the national/international target identification process for the GTP/CRGE, MDGs/SDGs, ICPD, INDC, and sector strategies.	<ul style="list-style-type: none"> ✔ PHE EC contribution to national/international target identification processes is recognized.
4.2. Identify priority areas for achieving the national/international targets that are related to the PHE approach and where PHE EC, its members and partners can have the most impact.	<ul style="list-style-type: none"> ✔ Analysis of national/international targets undertaken and linkages with PHE approach identified. ✔ Priority areas for PHE EC identified and agreed upon by members and key partners.
4.3. Partner with government agencies and other development partners on joint-initiatives to support the achievement of the national/international targets.	<ul style="list-style-type: none"> ✔ Number of initiatives undertaken in partnership with government agencies and development partners to achieve national/international targets.
4.4. Ensure that PHE EC monitoring and evaluation systems and evidence generation activities are measuring its contribution towards the relevant national/international targets where possible.	<ul style="list-style-type: none"> ✔ PHE EC monitoring and evaluation systems aligned with relevant national/international targets. ✔ Number of reports produced on PHE EC contribution to national/international targets.
4.5. Conduct research and generate evidence on PHE integrated approach and its contribution to the national/international targets in collaboration with higher education organizations, research institutes, and partners.	<ul style="list-style-type: none"> ✔ Number of research/evidence generating initiatives developed and conducted in collaboration with higher education organizations, research institutes, and partners. ✔ Number of higher education organizations, research institutes, and partners collaborating with PHE EC on research/evidence generation initiatives.

Strategic Goal 5:

Advancing Multi-Sectoral and PHE Integrated Approaches and Capacity.

Objective 5:

Enhance the capacity of members and partners to implement and scale-up effective multi-sectoral and PHE-related approaches and initiatives.

Strategies	Indicators
5.1. Develop criteria for selecting suitable target sites and members/partners for scaling up PHE interventions in Ethiopia and for determining priority areas.	<ul style="list-style-type: none"> ✔ Criteria for selecting target sites for PHE interventions developed. ✔ Priority areas identified and agreed upon by members and partners.
5.2. Raise awareness of PHE approach and seek opportunities to be an implementing partner.	<ul style="list-style-type: none"> ✔ Number of organizations/partners endorsing and/or implementing PHE approaches. ✔ Number of projects where PHE EC is an implementing partner.
5.3. Facilitate the mobilization and channeling of funds to member organizations for the implementation of PHE interventions.	<ul style="list-style-type: none"> ✔ Number of funding proposals submitted. Number of member organizations receiving funds for PHE implementation. ✔ Value of funds channeled to member organizations.
5.4. Enhance the capacity of members and partners to implement multi-sectoral PHE approaches through training, technical assistance, and learning and networking opportunities.	<ul style="list-style-type: none"> ✔ Number of member organizations trained and/or provided with technical assistance on PHE and related issues. ✔ Number of learning/networking events held and number of members/partners participating.
5.5. Develop and refine PHE implementation guidelines and quality control mechanisms for members and partners.	✔ Percentage of members and partners adopting PHE implementation guidelines and meeting appropriate quality standards.
5.6. Support all members to implement the Ethiopia Shared PHE Monitoring and Evaluation Framework and to report progress regularly.	✔ Percentage of member organizations that have implemented the Ethiopia Shared PHE Monitoring and Evaluation Framework and report progress regularly.
5.7. Pilot and assess innovative PHE practices in different operating environments in order to identify and refine implementation approaches.	✔ Number of innovative PHE practices tested. Number of new approaches developed or existing implementation practices refined.

Strategic Goal 6:

Become an internationally recognized center of excellence on PHE and multi-sectoral approaches.

Objective 6:

Enhance the capacity of PHE EC in evidence generation, communications, knowledge management, and human and capital resources, and establish a resource and learning center on multi-sectoral PHE integrated approaches.

Strategies	Indicators/Milestones
6.1 Establish PHE Model Sites for evidence generation and as a learning center for multi-sectoral and integrated PHE approaches.	<ul style="list-style-type: none"> ✔ Evidence generation processes developed, tested, and implemented. ✔ Number of visitors to PHE Model Sites.
6.2 Develop a knowledge management system and communication strategy for PHE EC, including the production of high-quality knowledge products and communication materials.	<ul style="list-style-type: none"> ✔ Knowledge management system developed, implemented and utilized effectively. ✔ Communication strategy developed and implemented. ✔ Number of high-quality knowledge products and communication materials produced and disseminated.
6.3 Establish a high-performing and qualified human resource capability and strive to achieve a gender balance within the PHE EC Secretariat.	<ul style="list-style-type: none"> ✔ Number of PHE EC Secretariat staff meeting and exceeding performance targets. ✔ Proportion of women employed by the PHE EC.
6.4 Develop and implement a fundraising strategy for PHE EC to obtain a secure and enlarged funding base.	<ul style="list-style-type: none"> ✔ Fundraising strategy developed and implemented. ✔ Percentage of proposals funded. ✔ Increased funding base with diversified sources including a balance of recurrent and project funds.
6.5 Equip PHE EC Secretariat with capital facilities, equipment, and field vehicle(s) to enable the expansion of activities as required.	<ul style="list-style-type: none"> ✔ Capital assets are acquired as necessary for PHE EC Secretariat.

<p>6.6. Consolidate and reform the PHE EC Secretariat organizational structure and develop improved internal planning and control systems.</p>	<ul style="list-style-type: none"> ✔ PHE EC Secretariat organizational structure is optimized. ✔ Internal planning and control systems are improved.
<p>6.7. Establish an Online Resource Center to strengthen access to information and resources for members and partners.</p>	<ul style="list-style-type: none"> ✔ Number of members and partners accessing and utilizing PHE EC information and resources via the PHE Online Resource Center.

5

STRATEGIES AND INDICATORS

Monitoring and evaluating the implementation of the PHE EC strategic plan will be undertaken to assess progress and ensure that the targets and milestones are on track. The strategic plan will be reviewed on an annual basis to track progress towards the achievement of the indicators and milestones. The PHE EC Monitoring and Evaluation Officer, together with the Executive Director, will be responsible for monitoring progress of the indicators/milestones for each objective and strategy and reporting annually to the PHE EC Board.

A mid-term evaluation will be conducted at the end of 2017 to assess progress towards the overall goal and objectives. This may involve a revision of the goals/objectives and the addition of new strategies as deemed appropriate. A final evaluation will be conducted at the end of 2020 to assess the overall success of the strategic plan and provide an input for the development of the subsequent strategic plan. ■



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