



Organization for Rehabilitation and Development in Amhara (ORDA)

2021 Annual Plan

ORDA
Bahir Dar
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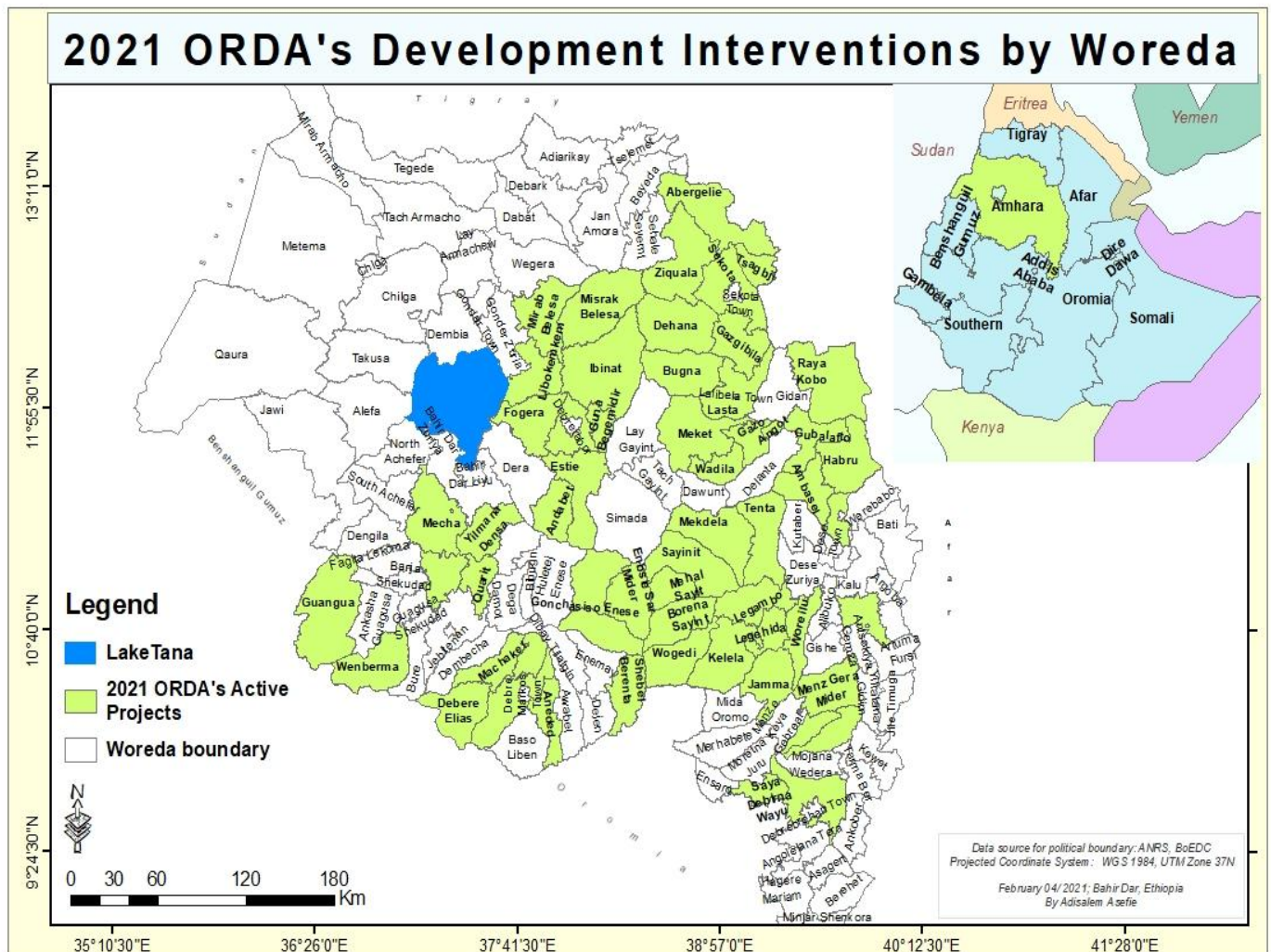
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ACRONYMS

ACSI	Amhara Credit and Saving Institute
BDARP	Business Development and Action Research program
CBOs	Community Based Organizations
CLH	Comprehensive Land Husbandry
CSFNS	Climate Smart Food and Nutrition Security
CRS	Catholic Relief Society
DAs	Development Agents
DFSA	Development Food Security Activity
DLS	Day Light Storage
DRM	Disaster Risk Management
EFD	Environment and Forest Development
ETB	Ethiopian Birr
EW	Early Warning
FLRP	Forest Landscape Restoration Project
FDP	Final Food Distribution Point
FH	FH-Ethiopia
FSTE	Food Security Task Force
GDC	Gender, Disability and Culture
GOs	Government
GTP II	Growth and Transformation Plan II
Ha	Hectare
HEW	Health Extension Worker
HHs	Households
HHW	household and household wife
IFNS	Inclusive Food and Nutrition Security
IGAs	Income Generating Activities
IHESD	Inclusive Health, Economic and Social Development
JEOP	Joint Emergency Operation Program
Km	Kilo meter
MFI	Micro finance institution
MT	Metric Ton
M ³	Meter cube
NGO	Non-governmental organization
ODF	Open Defecation Free
ORDA	Organization for Rehabilitation and Development in Amhara
PW	Public Work
PSNP	Productive Safety Net Program
RUSACCOs	Rural saving and Credit cooperatives
SDG	Sustainable Development Goals
STI	Sexually Transmitted Infectious diseases
SWOT	Strength, Weakness, opportunities and Threat
TVET	Technique, Vocation and Enterprise Training
VESA	Village Economic and Social Association
WaSHCO	Water, Sanitation and Hygiene committee
WHO	World Health Organization
WIP	Water and Irrigation Program
WRN	Work Ready Now

ORDA's 2021 Development Interventions Woredas



EXECUTIVE SUMMARY

Organization for Rehabilitation and Development in Amhara (ORDA) is a registered Local organization under license No. 0607. It has been operational in the Amhara Region since February 1984. It is actively engaged in development work aimed to meet the overall efforts of ensuring food, livelihood and environmental security that realize sustainable development and social transformation in the Amhara region by implementing mandated projects and achieve its overall mission¹.

The 2021 activity and budget plan focusing on five thematic areas; Environment and Forest Development (EFD), Water supply, sanitation & Hygiene and Irrigation (WIP), Agriculture and Disaster Risk Management (ADRM), Gender, Disability and Culture (GDC) and Youth Enterprise & Private Sector Development program are supported by other functional units like Business Development and Action Research (BDARP) as guidance for quality control and continuous improvement through learning, Finance and Grant to manage resources and meeting donor compliances, Procurement to run purchase of goods and services and human resource and organizational development to enhance employee's skill, knowledge and attitude and thereby improving the organization's implementation capacity.

Environment and Forest Development program is planned to produce 12.276 million seedlings through managing and supporting 101 nurseries, and planting about 10.83 million seedlings on 2536 hectares of land. Provision of 863 fuel saving stoves, supplying of 430 solar lanterns at household level, strengthening of 12 Comprehensive Land Husbandry Watersheds, and supporting 577 other watersheds will be done. In 2021 fiscal year, it is planned to manage 11,111 ha of closure area which will benefit 15,819 (6,733 female) households. The physical soil and water conservation will be implemented both at communal and private lands which will enable to treat a total of 2,184 ha of land. In addition to the physical measures, biological planting materials will be planted on 583 km constructed bunds and terraces as universal answer to control erosion, bund stabilization and increase biodiversity of the area.

During the budget year, it is planned to construct a total of 230 new water supply schemes; 10 hand dug well, 20 spring development, 196 shallow bore hole (SBH), two large springs development and two deep well water supplies. Accordingly, in 2021 ORDA will increase access to safe water of Amhara region coverage by 15,906 (3,355 female) households' which estimated to benefit 79,530 people (39,765 female, 777 persons with disabilities). Moreover, five roof water harvestings will be constructed to institutions and 14 rope and water supply systems in the year. Rehabilitation of 17 water schemes (6 hand dug wells, 9 springs and 2 SBH) will be done and improve access to safe water supply to 477 (141 female) households.

Besides, 22 Ventilated Improved pit latrines, train 251 WaSHCOs (1,435 people, of which 574 female), 1,101 VHCs (all female), and 514 Care takers. In the area of trachoma control, screening will be done for 10,802 trachoma patients and treatment to 1,862 patients via Surgery and 139,900 by antibiotics. 383 anti-trachoma club members will be trained in schools. At the end of the year, it is planned to certify 23

¹Strategic plan and management, ORDA (2016-2020) :Mission statement is empowering poor communities and their organizations to achieve livelihoods and environmental security in Amhara region

target *kebeles* as open defecation free and which will benefit 108,366 (55,485 female) people. On irrigation development, it is planned to construct 13 small scale irrigation schemes, maintenance of two small scale irrigation and 74 household rope and washer pumps. Consequently, the newly developed and maintained schemes will create access to irrigation for 316 ha of land which will benefit 892 (206 female) households.

Major planned activities in the Agriculture and Disaster Risk management program include; Provision of 684 quintals of improved field crops, 35,173 grafted and non-grafted fruits seedlings, 1857 quintals of potato tuber seeds, 165 kg of high yielding vegetable seeds, and 1,325,100 hybrid vegetable seedlings will be provided to target beneficiaries. In livestock sector 106,979 forty five and ninety days old improved poultry breed will be supplied to 13,779 (7568 female, 245 persons with disability) households which will serve as income enhancement as well as to improve the nutrition status of children and their mothers. 12839 *Washera* breed ram and local ewes will be distributed to improve the productivity of local sheep breed. 270 (75 female) households will be supported and facilitated to engage on bee keeping development. 11,095 (4,567 females) households, of which 194 (83 females) persons with disabilities, will be supported and/or facilitated to engage on 51,983 livestock fattening (1,441 cattle and 50,542 shoa) which will serve for income generation and diversification. For improving market access 109,375,493 ETB loan will be distributed for 22,911 (10,491 female) HHs by linking with financial service providers.

In the area of Youth employment, 5467 (2183 female) youth will get job on temporary basis and 2071 (987 female, 64 persons with disabilities) on permanent jobs. Various attitudinal, skill and knowledge trainings will be given together with government stakeholder. Accordingly, hard skill trainings will be given for 186 youth (87 female, 6 persons with disabilities) through linking with TVET colleges. Apprenticeships and job placement provided for 767 (384 female) targeted youth in RESET PLUS project through linking with different private and government companies. During the year, 488 existing and 287 new enterprises will be established, and supported to improve planning, marketing and overall business management of youth. New and existing enterprises will be owned by 789 (389 female) jobless youth. During the year, 347 (146 female, 31 persons with disability) enterprise owners will be linked with financial service providers.

Gender, disability and HIV/AIDS will be mainstreamed in all programs at various level of project cycle management. Immense capacity development activities will be carried out through trainings, gender dialogue sessions and gender analysis.

In 2021, ORDA will operate development interventions through 28 projects (counting the giant projects: DFSA as one and GRAD II as one) in 56 *Woredas*. Thematically the number of projects can be categorized as; 5 WIP, 11 ADRM, 5 EFD, 2 YEPSD, 3 GDC and 2 humanitarian assistance project.

The organization has set up with head quarter at Bahir Dar, project office in the implementation areas and zone coordination office for implementation of food assistance and commodity management. And Addis Ababa branch office will serve for fund raising and facilitation of inputs and services supply.

The implementation of ORDA program interventions are expected to benefit 1,089,049 (530,715 female) people in this budget year. Of the total beneficiaries, 28,518 (13,983 female) will be person with disabilities.

To execute the 2021 planned activities, a total of Birr 1,663,864,652 secured from different sources: (Cash birr 968,208,324 and commodity values estimated Birr 695,656,328). The source of the 2021 budget is from 19 international funding organizations. Besides, the organization will enhance the community contribution (labor and local materials) monetized estimated value of Ethiopian birr 50,745,339 in programs implementation.

1 INTRODUCTION

Organization for Rehabilitation and Development in Amhara (ORDA) is a registered Local organization under license No. 0607. Its head office is located in Bahir Dar, Amhara region, Ethiopia. It has been operational in the Amhara Region since February 1984. It is actively engaged in development work aimed to contribute for the overall efforts of ensuring food, livelihood and environmental security that realize sustainable development and social transformation in the Amhara region, Ethiopia.

In 2021, ORDA will operate development programs through 28 projects (counting the giant projects: DFSA as one and GRAD II as one) in 56 *Woredas*. Thematically the number of projects can be categorized as; 5 WIP, 11 ADRM, 5 EFD, 2 YEPSD, 3 GDC, 2 humanitarian assistance (Commodity Management).

ORDA is being working in partnership with 19 international funding donors/partners mainly for financial, commodity supports, and capacity development. The leadership actively engages in accessing finance and adapts strong financial management system, effective and efficient management of physical and human resources to meet organization's mission.

2 VISION, MISSION, GOAL AND STRATEGIES

The organization is being under preparation of the fifth strategic plan for the period of 2021-2025. And hence, Vision and mission statements, its goal and core values might be changed whenever necessary if changes are there in the new strategic plan.

Vision:

ORDA Ethiopia envisions becoming a dependable development partner and seeing prosperous Ethiopia

Mission:

Empowering communities and their institutions to achieve livelihoods and environmental security in Ethiopia

Goal:

To contribute for the overall efforts of ensuring food, livelihood and environmental security that realizes sustainable development and social transformation in Ethiopia

Core Values:

- Respect and dedication to the people

- Integrity
- Endurance
- Inclusiveness (women, youth and person with disability)
- Transparency and accountability

Motto: Transformation through collaboration

Strategies:

To achieve the mission, those strategies include: inclusive community participation, capacity building, communication, partnership and collaboration, integrated watershed management, knowledge management, innovativeness, program quality & sustainability, resource mobilization, Mainstreaming of Cross-cutting issues such as (Gender, HIV/AIDS, nutrition, youth, climate change, and persons with disability).

3 CONSIDERATIONS DURING PLANNING

3.1 Existing Partnership and Project Agreements

ORDA has been implementing projects in partnership with various stakeholders for decades to achieve its mission and goal. Funding organizations and government stakeholders believed that ORDA is capable organization to implement projects in collaboration with regional, zonal and district governments. The government stakeholders at various levels play crucial role in coordination and facilitation of project implementation. Moreover, the stakeholders actively engaged on mobilization of locally available resources and project monitoring and evaluation.

Funding partners have strong trust that ORDA utilizes the fund for the intended purpose in responsible, transparent and accountable to the people serves and funding donors too. Synonymously, the target communities have strong trust on the organization and staffs as their livelihood is changing due to the support of ORDA. Most of our implemented interventions are appreciated by the community due to good commitment of staffs to bring significant change in the life of rural poor people. Therefore, the 2021 plan considers existing strong partnership with the government, donors and the community as a good opportunity to achieve 2021 targets. The leaders of the organization are also committed to improve gaps related to communication with key stakeholders.

3.2 Program Quality and Sustainability

Improving program quality is very indispensable for effectively delivering the mandate of ORDA and maintains the sustainability of development achievements. Hence ORDA will apply strong partnership with beneficiaries, government and funding partners. The activities designed in most intended projects will provide a variety of activities and opportunities that support the socio economic development of rural communities. BDARP will ensure the elements of the program quality and sustainability of program interventions at designing phase.

Besides, the issue of sustainability will be addressed through enhancing engagement of community and government stakeholders and the project phasing out strategies designed and applied at all stage of the project cycle. Monitoring and evaluation findings will be used for planning, improvement and ensuring

program quality. In this year, complaint and response mechanism will be finalized and functional set up established which will help to improve the program qualities.

3.3 Strengths, Weaknesses, Opportunities and Threats (SWOT analysis)

The internal situations and external factors are considered while preparing the 2021 plan. Hence during the planning year, due attention will be given to reduce the effect of weaknesses and threats and on the other hand opportunities and strengths will be used to maximize the performance of the organization.

Table 1:SWOT analysis

Strengths	Weakness
- Activity and budget performance improved from time to time - Staff commitment and skill to achieve the intended result - Comprehensive Land Husbandry (CLH)- innovative technology for changing the landscape to enhance socioeconomic development of farm households - VESA approach as an entry for social and economic development - Responding to COVID-19 pandemic prevention to almost all development projects - Networking and membership - Improvements in Planning to mainstreaming of transversal (cross cuttings) themes	- Limited capacity of staff for creating sense of ownership during implementation of project interventions - Weak in youth and persons with disabilities mainstreaming - Weak in documentation and sharing of good practices and organizational learning's - Delay in purchase and provision of inputs and materials -
Opportunities	Threats
- Alignment of our interventions with government policies and strategies and united nation SDGs - Existence of various community based social institutions (CBOs, development army, VESA, etc.) to community empowerment - Willingness of funding partners to work with ORDA increased	- COVID-19 Pandemic and desert locust - Climate change impact - Inflation and poor market infrastructure - Internal conflict and displacement - Stiff competition for raising funds to youth Job creation and forest development

4 THE 2021 THEMATIC AREA PLAN

4.1 Environment & Forest Development

4.1.1 Forest Development

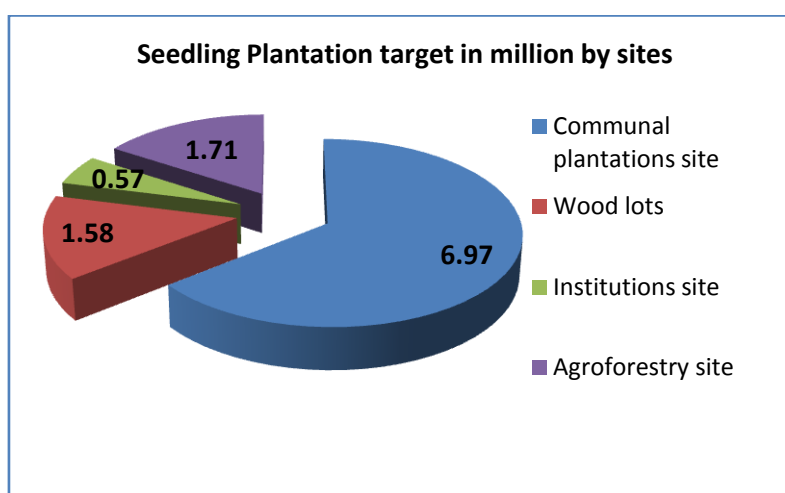
(a) Seedling production

It is planned to produce 12.276 million seedlings of which 5.23 million (42.6%) are indigenous and the major share 7.045 million (57.4%) are exotic species. To achieve the seedling production target, it is planned to manage and support 101 (1 new and 100 existing) nurseries. These include 13 ORDA

managed project nurseries (1 new and 12 existing nursery), 73 ORDA supported government nurseries, 7 institutional nurseries (school, FTC, community groups) and 8 youth group nurseries. In this activity, 1130 (417 female youth, 16 persons with disability) people are expected to benefit in temporary job creation.

(b) Plantation development

In 2021, ORDA has plan to plant 10.83 million seedlings (88.2% of the produced seedlings) on 2536 hectares of land. Out of which 6.97 million seedlings will plant on 1749 ha of communal plantation sites, 1.58 million seedlings on 159 ha individual farmland (wood lots), 0.57 million seedlings on 104 ha of institutions site and 1.71 million seedlings on 524 ha of land as agroforestry practice. In general, the plantation forest will undertake on 2012 ha and the agroforestry practices are expected to cover 524 ha of land. This plantation development will contribute for the achievement of seedling plantation of the Ethiopia government.



ORDA is targeted to maintain the average survival rate of seedlings to 85 % and 71% for first and second round seedling survival counts respectively. In order to improve the survival of seedlings different measures will be implemented; construction of moisture conservation structures, producing quality seedlings, conducting successful plantation operations, proper site preparation and early planting and avoiding free grazing in plantation sites. In the plantation development, 105,824 (46,618 female, 2189 persons with disability) households will be benefited from the seedling plantation.

(c) Community based area ex-closure management

In 2021, it is planned to manage 11,111 ha of ex-closure areas, out of which 1056 new ex-closure area and the remaining 10,055 ha existing closure area. Meanwhile, the management plan will be prepared for 530 ha of ex-closures areas and 1129 ha of existing ex-closure areas will be handed over to community. In the year 15,819 (6,773 female) households will get access to benefits from the ex-closure areas.

4.1.2 Promotion of Alternative /Renewable Energy Technologies

In 2021, it is planned to establish 39 fuel saving stove producer and marketing group with total members of 560 beneficiaries (all are female) in FLRP, R4 Amhara and G4F projects. A total of 863 fuel saving stoves are expected to produce and distribute to beneficiaries in the year. In addition, ORDA will promote and make use of 430 solar lanterns for the same number of beneficiaries lighting in rural areas. The supplied renewable energy technologies will benefit 1167 (848 female, 531 persons with disability) rural households.

4.1.3 Community Watershed Development

- **Comprehensive Land Husbandry (CLH)- model watersheds**

ORDA will strengthen 12 model watersheds in the year. The model watersheds are in DFSA project (seven) at Dahana, Sekota, Gazgibela, Lasta, Bugna, Wadla and Meket district, IFNS project (two) at Ebenat and East Belessa district, and G4F project (three) Tehulderie, Ambasel and Dewachefa district. In total, the development of model watersheds will cover 4293 ha of land.

The strengthening of these model watersheds are expected to benefit 3758 (1140 female) households through improving soil fertility, moisture harvesting and reduction of soil erosion, and in turn will increase crop production and productivity.

- **Other watersheds**

In 2021 fiscal year, it has planned to strengthen 577 existing community watersheds. The planned watersheds cover 159,052 ha of land. To these watersheds, ORDA will provide support (technical and materials) to communities to enhance community watershed management. Accordingly, the numbers of watersheds planned by project districts are described as follows:

- | | | |
|---------------------------|--------------------------|-----------------------|
| • Dahana 32 watersheds | • Gazo 32 watersheds | • LANN+ 6 watersheds |
| • Sekota 51 watersheds | • Wadla 42 watersheds | • R4-WA 75 watersheds |
| • Gazgibela 42 watersheds | • Meket 64 watersheds | • R4-EA 99 watersheds |
| • Lasta 65 watersheds | • Tsegabji 18 watersheds | • SFNS 5 watersheds |
| • Bugna 35 watersheds | • FGE 11 watersheds | |

During the year, in the intended watersheds 94,952 (32,381 female) households' lands are expected to be treated with various soil and water conservation measures.

- **Establish/strengthen community based integrated watershed committees**

Sustainable watershed development is predominantly the result of an integrated effort of all stakeholders' collaboration. The direct involvement of stakeholders, particularly the community, ensures its participation in the whole process of the development effort through electing its representatives and establishing community watershed teams which will be accountable for the intended watershed development. In this fiscal year it is planned to establish and / or strengthened 492 existing watersheds committees.

4.1.4 Gully rehabilitation and management

In this year, 66850 m³ loose stone check dam, 10993 m³ gabion check dam and 504 m³ soil filled check dam will be constructed across in the gully. Besides, 1403m³ gully reshaping activities will be carried out successfully to re-vegetate and control expansion of gullies. Consequently 151 ha of gully areas will be rehabilitated with these physical measures. Out of this,47 ha of gully landsare expected to be treated with biological plantation to enhance the productivity, sustainability, economic and ecological benefits of the land.

4.1.5 Bio-Physical SWC measures

Various physical soil and water conservation measures will be implemented by various projects through PSNP labor, free labor and cash for work program (two projects) with the aim to rehabilitate and enhance crop productivity and forest development in the long term. The major physical soil and water conservation plan are:

- **Bunds/terrace;** Construction of 1218 km of Soil, stone and stone-faced bunds construction; 442 Km of hillside terrace with and without trenches and 75 km bench terrace
- **Drainage structure;** Construction of 3750 m³ of waterways and 25315 m³ of cut off drains
- **Productive moisture conservation structure;** 30501numbersof eye brow basins; 59863numbersof micro basins; 47645 numbersof trenches and 14671 m³ Percolation pits)

The implementation of the aforementioned conservation activities will be done both at communal and private lands which will enable to treat a total of 2184 ha of land. In addition to the physical measures, biological planting materials will be planted on 583 km constructed bunds and terraces as universal answer to control erosion, bund stabilization and increase the biodiversity of the area.

4.1.6 Other activities

- The forest landscape restoration Program (FLRP) has planned to prepare two land use plan with total estimated area of 6000 ha. These plans will be prepared in a participatory way involving all segments of the community and local governments. Two green villages will be selected and established.The green villages comprise whole sets of interventions like ex-closures, agro forestry practices, communal and private woodlots development. Livelihood activities (beekeeping and green-house horticulture development) will be linked in landscape restoration program. Moreover, the program will maintain three farmers training center and construct bamboo product processing and marketing shed.
- The government has committed to institutionalize land use planning and policy development and established the National Integrated Land Use Planning and Policy Development Project. A Roadmap for National Integrated Land Use Plan (NILUP) in Ethiopia (2017) is developed, which provides

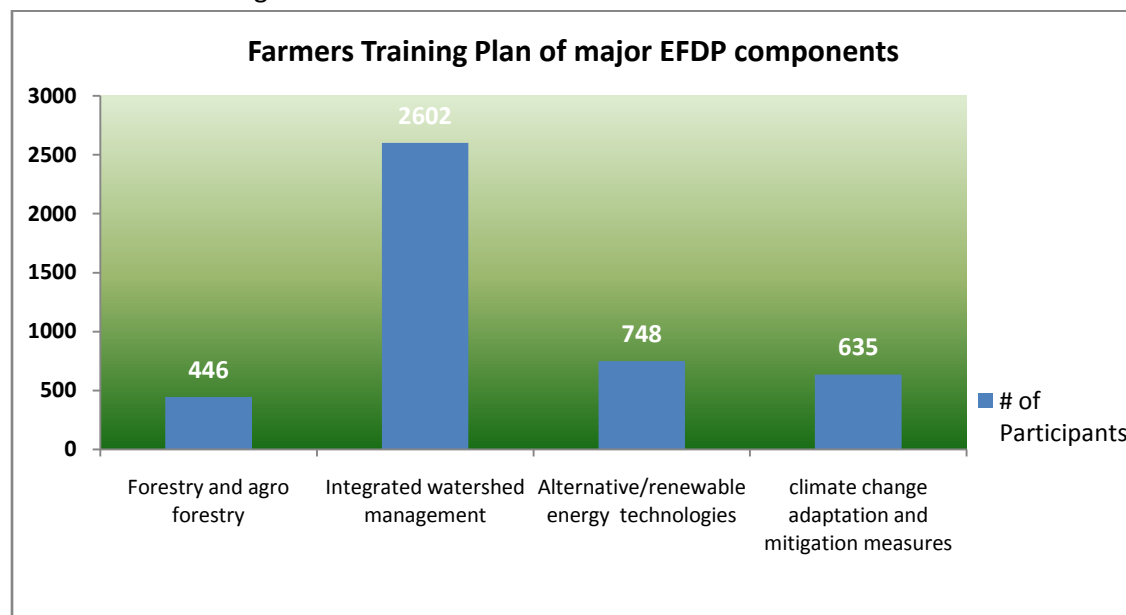
guidance to coordinate concerted efforts of stakeholders and partners towards developing an integrated land use planning at different levels. In this regard, ORDA, as one of the dependable partners, has started implementing Participatory Integrated Land Use Planning Project in Guzamen and Sekela Woredas with budget support from GIZ with aim to contribute to the implementation of the principles, standards and instruments of participatory and integrated land use planning. The major planned activities are; organize workshop to establish Common Commodity Groups at each project piloting Kebele, perform Printed media activities (800), facilitation of Media Broadcast (Radio airtime) , conduct community dialogues to resolve conflicts, facilitating the Serious Game implementation through technical support from NILUPP/GIZ, facilitate data collection activities for end line survey, and support pilot land use plan preparation.

- Land for life project is supported by WHH and training and awareness creation will be provided to multi-actor platform (MAP) on global/continental/national standards, guidelines and legal frameworks to strengthen the land governance and favorable environment for responsible agricultural investment (RAI) as basis for improved food security in rural communities. In addition experience sharing will be organized with Oromia and Benishangul-Gumuz Regional MAPs. Context analysis and stakeholder mapping will be validated; key challenges and priorities identified and roadmap will be prepared. End of the fiscal year draft regional MAP Strategy validated and approved.

4.1.7 Capacity Building

(a) Building the Capacity of Communities and their Institutions

Community capacity buildings have paramount importance to aware, create an interest and making changes and to behave on the intended practices. And hence for the successful implementation of planned activities, 4431 (1842 female) community members, of which 529 (222 female) are persons with disabilities. Besides, experience exchange will be organized for 307 community members. The details are indicated in below figure.



(b) Building the Capacity of the Government Staff

Government stakeholders have vital role towards to successful achievement of the projects activities. And also capacitating them will ensure the long term support to local communities even after the phasing out of the projects. Hence training is planned for total of 1167 (247 female) government staffs. The details are; 168 staff in forestry and agro-forestry, 442 staff in integrated watershed management, 233 staff in climate change adaptation and mitigation measures, 60 staff in alternative energy technologies, and Experience sharing will be conducted to 264 government staff in different natural resource development.

(c) Building the Capacity of ORDA Staff

It is planned to capacitate 123 ORDA staff in areas of natural resources management to improve the implementation capacity and increase the knowledge and skill on sustainable natural resource development. Besides, 1436 people from government, community and ORDA will participate on natural resource management workshop.

4.1.8 Expected Outcomes

The following key indicators are identified, and will be used for performance measurement. The major indicators are:

- In 2021 ORDA in its projects, the average survival rate of planted seedlings in first and second round counts are reached to 85 % and 71% respectively.
- The regional forest coverage is increased by 2536 hectare through planting 10.836 million seedlings in communal, institutions and private lands.
- At the end of the budget year, 11,111 ha ex- closure area will be managed and becomes source of animals feed and income for the communities.
- Soil erosion phenomena are reduced on 2184 ha of treated land with soil and water conservation measures in the targeted watersheds.
- As the result of distributed fuel wood saving stove, 547 tons of fuel woods are saved and 811 tons of carbon equivalent emissions reduced.

4.2 Water Supply, Sanitation & Hygiene, and Irrigation Development

4.2.1 Improved Water Supply, Sanitation & Hygiene

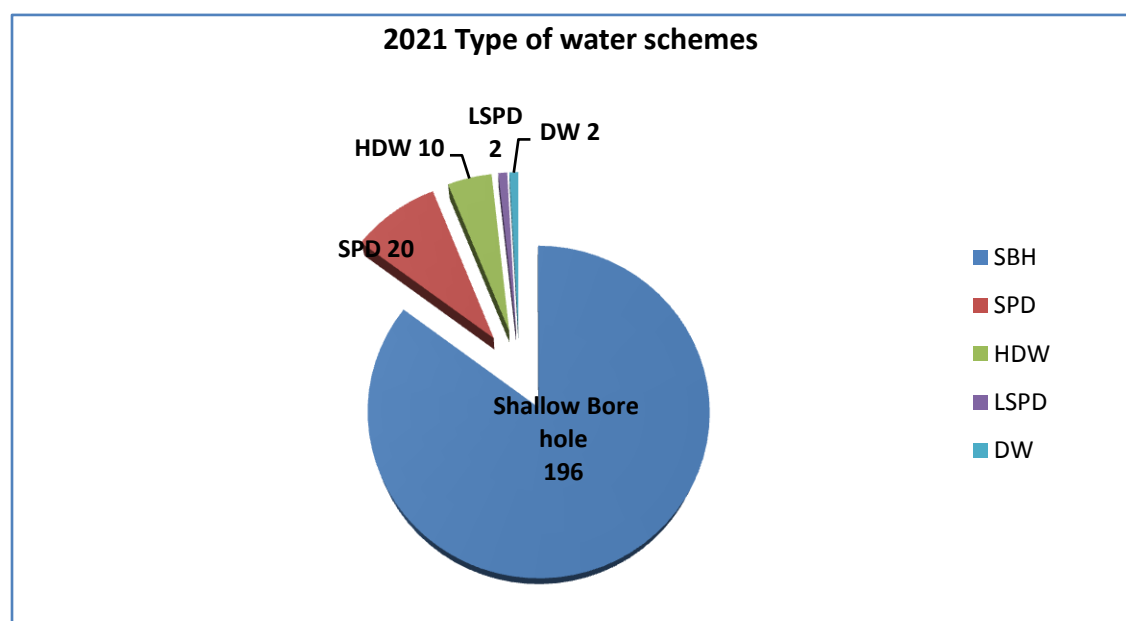
Water and sanitation provisions are still critical challenges in many areas of Amhara region. The first challenge is the scale of the problem. The other persistent problem is the focus on water supply and missing the sanitation and hygiene components. To improve this situation, ORDA contributed immensely in the past decade and still working to bring progress on this sector.

In this fiscal year, ORDA has five exclusively WASH/Trachoma control projects. Besides, the program has planned to implement WASH interventions in five food security (considering giant DFSA project as a single project) and integrated community development projects.

(a) Water supply

It is planned to construct a total of 230 new water supply schemes; 10 hands dug well (HDW), 20 spring development (SPD), 196 shallow bore hole (SBH), two large springs development (LSPD) and two deep well water supplies. Accordingly, in 2021 ORDA will increase access to safe water of Amhara region coverage by 15,906 (3355 female) households' which estimated to benefit 79530 people (39765 female, 777 persons with disabilities).

Moreover, five roof water harvestings will be constructed to institutions and 14 rope and water pumps water supply systems in the year. Rehabilitation of 17 water schemes (6 HDWs, 9 SPDs and 2 SBH) will be done and improve access to safe water supply to 477 (141 female) households.



Water quality test is planned to conduct for 232 new water schemes both physical, chemical and bacteriological water quality analysis to check against WHO water quality standards.

Besides, ORDA will work towards for the sustainability of water schemes. In the year, 278 water schemes will be handed over to the direct beneficiary communities with the presence of government partner and water fee collection systems will be established in 248 (232 new and 16 rehabilitated) water schemes for ease of operation and maintenance.

(b) Sanitation and Hygiene Promotion

- During the year, construction of 22 institutional Ventilated Improved Latrines (VIPLs) which will benefit 17,128 people, and facilitation of construction of 3654 household improved pit latrine and 2455 household traditional pit latrines.
- At the end of the year, it is planned to certify 23 target *kebeles* as open defecation free and which will benefit 108,366 (55,485 female) people.

- People reached with hygiene promotion and education, including on safe water handling and hand washing with soap/ash at critical times will adopt and behave these practices by the end of this year.

(c) Trachoma Control

Trachoma is an endemic disease in Ethiopia². ORDA is working towards to control Trachoma with Carter center and other funding partners in the region. The SAFE³ strategy will be implemented for Trachoma control. Accordingly, in 2021 the major planned activities are:

- Screening of 10802 trachoma patients
- Treatment of 1862 trachoma patients by surgery
- Treatment of 139,900 trachoma patients by antibiotics

4.2.2 Irrigation Development

ORDA is contributing significantly to improve food and nutrition security through increasing the use of water which is fundamental for enhancing crop production and building resilient production system of small holder farmers. And in 2021, it is planned to construct the following irrigation infrastructures;

- Designing of nine new irrigations
- Construction of 8 new Small Scale Irrigation diversion with potentials to irrigate 182 ha
- One small scale dam construction with potential to irrigate 1 ha
- Construction of two canal extension with potential to irrigate 59 ha
- Upgrading of two small scale irrigations
- 74 Rope and washer pump to create access to irrigate 6 ha
- Maintenance of one irrigation scheme potential to irrigate 67 ha land
- Handing over of 12 irrigation schemes to responsible actors (communities and/ or stakeholder) and water fee collection systems will be established to 6 irrigations scheme for financing future operation and maintenance of the irrigation schemes.

Consequently, the newly developed irrigations will create access to irrigation for 639 (159 female)households, and the maintained schemes will create access for irrigation to 253 (47 female) households.

4.2.3 Other Infrastructures

ORDA will construct various infrastructures which will have importance to improve the social services to the remote rural communities. The planned activities are; construction of four health post, construction of 17 education school rooms, construction of five veterinary clinics, construction of one farmers training center, construction of five fords, and three culverts. All the aforementioned infrastructures will

²The CARTER CENTER. 2006. Implementing the SAFE Strategy for Trachoma Control.P.9

³ SAFE : Surgery for people at immediate risk of blindness, Antibiotic therapy to treat individual active cases, Facial cleanliness and improved hygiene to reduce transmission and Environmental improvements to make living conditions better so that the environment no longer facilitates the maintenance and transmission of trachoma.

benefit 97486 (37702 female) people in the region. Most of the infrastructures are expected to build in DFSA project districts.

4.2.4 Capacity Development

(a) Building the Capacity of Communities and their Institutions

In order to sustain the water supply schemes and hygiene & sanitation activities, communities' institution will be established and strengthened. In these aspects the following trainings are planned in 2021:

- 251 WASHCOs established and training will be given for 1435 (574 Female) members
- 512 care takers will be trained
- 1101 Village hygiene communicators (female) will be trained.
- In 116 School Wash/Anti-trachoma clubs, 1621 clubs members (692 female, 52 persons with disability) will be trained and capacitated to behave the practices and control trachoma.
- Maintenance toolkits will be provided to the established WASHCOs for undertaking proper operation and maintenance. Besides, all water schemes will be handed over to user communities and / or government stakeholders. The water fee collection systems are also established to ensure the sustainability of water schemes.

(b) Building the Capacity of Government staffs

- Provide training /refreshment of 298 health extension workers on trachoma patient identification and WASH.
- WASH safety plan training will be provided for 233 *woreda* government and *Kebele* stakeholders.

4.2.5 Expected Outcomes

For measuring the key achievements of the program, the following key indicators are identified, and will be used for performance measurement.

- Water consumption per head per day increased to 25 litres within 1Km radius by end of 2021 in targeted communities.
- ORDA contributed to regional rural water supply coverage by 0.3% by end of 2021.
- Women & girls work load reduced and Girls school attendance improved.
- Access to irrigation created to 315 ha of land by end of 2021.
- Access to social services improved through the constructed health posts, veterinary clinics, school rooms and roads in the region.
- The functionality of rural water supply services in active project *kebeles* improved to 95% by end of 2021.
- 23 numbers of Kebeles declared ODF environment.

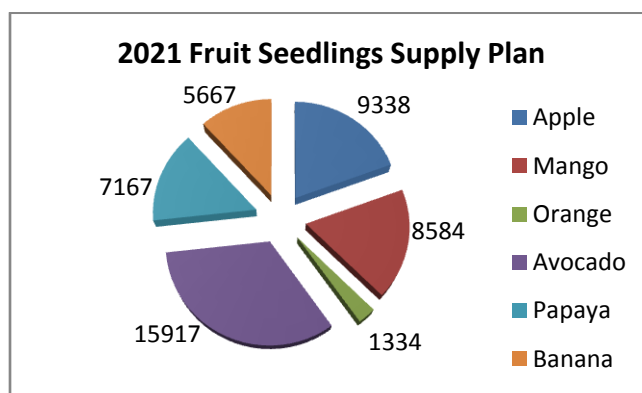
4.3 Agriculture and Disaster Risk Management

Agriculture in Ethiopia and as well in our region must undergo a significant transformation in order to meet the related challenges of achieving food security and responding to climate change. Ethiopia ranked 100th out of 113 countries on Global Food Security index (2018). This low ranking reflects the high degree of food insecurity in the country as well in Amhara region. And hence, ORDA as development organization in the region, it has planned the various components of agriculture and disaster risk management with the aim to improving food security situation of target communities through increasing crops and livestock production and productivity and promotion of marketing linkage & diversified livelihood opportunities. The major planned components are:

4.3.1 Crop Production and protection

In 2021, ORDA will provide improved varieties of high value cereal and pulse crops and different horticultural inputs to increase the productivity and income of targets households and in turn improving the food and nutrition security of target communities. The agriculture inputs will be provided through various mechanisms to reduce dependency and develop self-reliance in farming communities. Moreover, improved crop production systems will be promoted and demonstrated on individual farm and farmers training center plots. The major planned activities in this component are:

- 684 quintals of improved seeds (cereals 633 quintal, pulses 31 quintal and oil crops 20 quintal) will be provided to 3,011 (1,016 females) households from whom 58 (24 female) are persons with disability.
- 1,300 bags of bio fertilizers will be distributed to 990 (605 female) households, of which 10 (5 female) will be persons with disability.
- In improving an access to irrigation, 643 rope and washer pumps will be purchased and installed for 643 HH's.
- 35,173 grafted and 12,834 non-grafted fruit seedlings will be distributed for 3,396 (1346 female) households, of which 187 (80 females) are persons with disability, mainly those used to improve the nutrition of mothers and children such as papaya will be distributed to pregnant and lactating clients. For detail the type of grafted fruit seedling that will be provided to target clients on 2021 are indicated below graph:



⁴. unicef. 2015. National Situation Analysis of Children and Women in Ethiopia 2019.p.23

- 165 kg of different improved (onion, Tomato, Carrot, pepper, beet root, Swiss chard, cabbage and other) vegetable seeds will be provided to target HH's. In maximizing the yield and in minimizing postharvest crop loss of vegetables, the program has planned to promote the hybrid vegetable seedlings. Based on this, 1,325,100 seedlings will be distributed to 1,233 households. Moreover, 1,857 quintals of improved potato seeds are planned to procure and distributed for targeted households. In total, ORDA will address 4828 (1957 female) households, of which 113 (56 female) are persons with disabilities.
- 8080 m³ of compost will be prepared by 754 (614 female) households to improve vegetable production in homestead gardening. Besides, 250 liters of EMO will be supplied for enhancing compost preparation.
- Diffused light storage are planned to construct at individual farmers level through supporting industrial materials and technical support for 6 target households which can be used as healthy potato seed source for the coming *meher* season.
- 1475 crop and livestock demonstrations are planned to be conducted at farmers training centers and model farmers' field to disseminate new agricultural and improved agronomic technologies for farmers in the region. The findings of the demonstrations will be recorded, analyzed, documented and shared for learning's among ORDA projects and to external stakeholders through NGOs forum and networking.

4.3.2 Livestock Development

The major components of livestock development are poultry production, apiary development, and dairy and goat production, establish and support livestock producers/processing groups, and cattle and goat fattening.

- 13,779 (7,568 females) households, of which 245 (117 females) persons with disabilities, will be supported and/or facilitated to engage on poultry production with 106,979 forty five or ninety days old improved poultry breed with the primary aim to improve the nutrition status of children, pregnant and lactating mothers and for increasing women income for their livelihood improvement.
- 12,839 better productive local ram (*Washera* breed) and local ewes will be distributed to 1253 (501 females) households, of which 92 (37 females) are persons with disabilities to improve poor households livelihood. The modality of goat provision can be either only *Washera* rams for that target who have at least five ewes or one *Washera* Ram and five ewes or one Buck and five Does.
- 270 (75 females) households, of which one male persons with disabilities, will be supported and/or facilitated to engage on apiary management with 235 modern beehives, 662 transitional beehives and 669 bee colonies, which will serve as income diversification.
- 39 different livestock producer/processor groups will be established and supported in order to facilitate livestock output market linkage that will benefit 2,398 (1,066 females) households
- To support fodder production of project beneficiaries, 28 quintals of forage seeds will be provided, improved forage/fodder management practices on 233 households, zero grazing and improved forage development will be promoted. All fodder production activities will benefit 707 (281

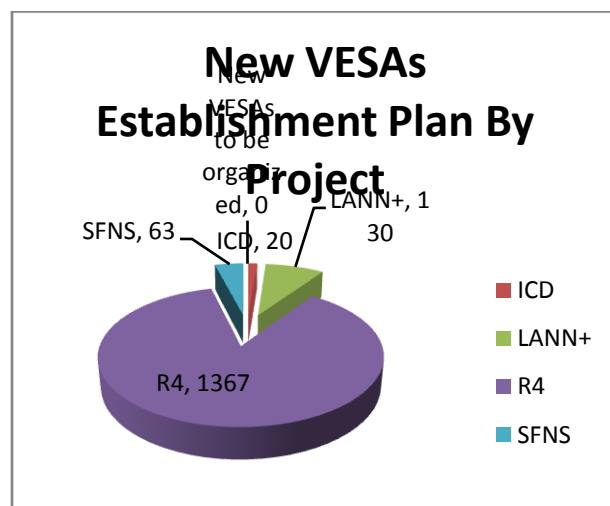
females) households, of which 82 (36 females) persons with disabilities, to improve availability of forage and adopt fodder management practices.

- 11,095 (4,567 females) households, of which 194 (83 females) persons with disabilities, will be supported and/or facilitated to engage on 51,983 livestock fattening (1,441 cattle and 50,542 shoat) which will serve for income generation and diversification.

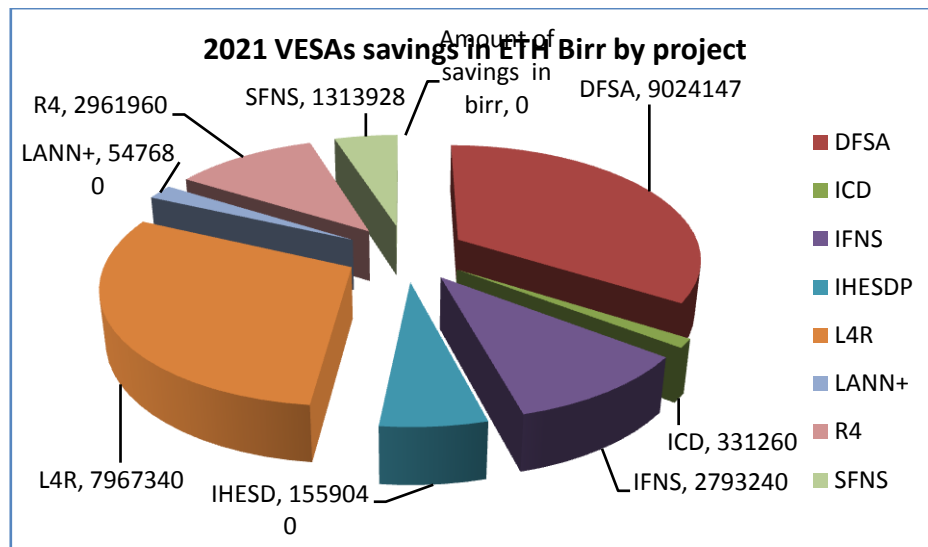
4.3.3 Access to Market, Inputs & Credit Service

Marketing and microfinance is one of the components of the organization to bring sustainable development. It focuses on giving due attention in linking producers with market out let to increase the income of target communities, promote savings to improve the saving culture of the communities and in turn to improve the food and nutrition security of target communities. The following major activities will be executed in 2021:

- 19,844 (8,678 female) HHs will be encouraged and supported to engage in DFSA, L4R, R4, SVVC and G4F projects identified agricultural VC commodities.
- 1,580 new VESAs will be organized
- during the fiscal year with 38,467(18925females) VESA members, of which 783(385 female) are expected to be persons with disability. The number of village economic and social association that will be established by each projects in 2021 is presented as follows



- 1,580 newly established VESAs will be mobilized savings amount of ETH Birr 1,910,750 from 38,467 (18,925 female) members.
- 7,764 VESAs established in the previous years will be strengthen throughout the year and be active in saving mobilization and providing credit service provision.
- 26,498,595 ETB saving will be mobilized during the fiscal year from existing 171,475 (80,242) female) VESAs' members, of which 3096 (1392 female) are expected to be persons with disability.



- 37,638,122 ETH Birr loan will be disbursed both by existing and newly established VESAs for 123,221 (59,091 female) members. The source of loan will be from an internal source of the VESAs themselves and loan funds will be refinanced more than ones and those loan served HHs who will participate in income generating activities to diversify source of incomes.
- 30 different service providers will be established and / or strengthen having a role of input supply towards for the achievement of project interventions.
- 109,375,493 ETB loan will be distributed for 22,911 (10,491 female) HHs by linking with financial service providers (Mainly from ACSI and the surrounding RUSACCOs which will be mainly used for the identified different value chain commodities.
- 50,425 (26,690 female) HHs will be encouraged and supported to engage in different viable IGAs, of which 1137 (961 female) households are expected to be persons with disability.
- 26,606 (13,523 female) HHs will be linked to a formal input supplier to access basic inputs like fertilizer, animal feed and related inputs relevant to crop and livestock production and 9,382 (3,796 female) HHs will be linked to output marketing service for those products produced by participants in selected economic activities.
- 88 cooperatives/groups having a relevant role in financial service provision and output marketing will be selected and given strengthening support in terms of capacity building, finance, consultation, promotion service and a back and forward linkage services.

4.3.4 Maternal and Child Nutrition

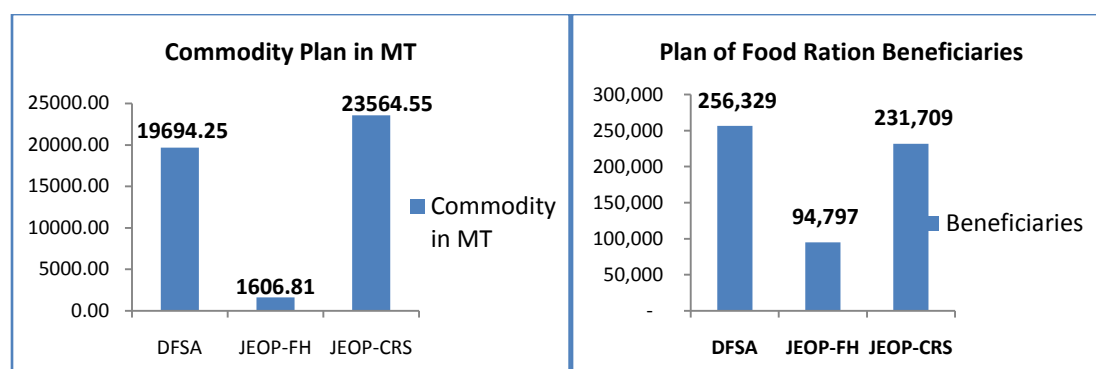
Ethiopia has the lowest rates of minimum dietary diversity⁵ and minimum acceptable diet in East and Southern Africa. The Amhara region is known with the highest stunting rate in particular the in Tekeze basin where ORDA is implementing the majority of projects. ORDA is implementing and mainstreaming nutrition through the promotion of essential nutrition actions in order to improve the inadequate dietary intake and to reduce disease infections in most of food security and livelihood projects. The major activities planned in 2021 are:

- Provide training for 8682 (7934 females) on maternal and child nutrition and health development army out of which 166 (148 females) are peoples with disabilities
- Promote 3192 (1,569 females) target people to engage in nutritious food production (micro gardening, poultry, vegetable), of which 60 (30 female) are persons with disabilities.
- Conduct community conversation session with the participation of 48,114 (23,639 female) VESA members for disseminating nutrition and climate change messages, of which 764 (349 females) are persons with disabilities.
- Produce 2,008 pictorial behavioral change and communication materials on ENA and EHA practice which will mainly use for VESA discussion.
- 1,700 sessions of food cooking demonstration will be organized to improve the nutritious food preparation of mothers for their young children. In the sessions, the 68,801 (37,348 females) people are expected to participate

4.3.5 Food Assistance and Communities Resiliency against Shock

This component mainly focus on giving technical support to the safety net and emergency projects towards the objective of household asset protection, community assets creation and provide emergency assistance to transitory food insecure households. The major activities are:

Transfer 44,865.61 MT full package of food ration for 582,835 (293,397 female) people, of which 21,115 (11,287 female) are people with disabilities.



- Strengthen 684 *Woreda*, kebele and community FSTF committees with a member of 2,396 (950 female) committee members

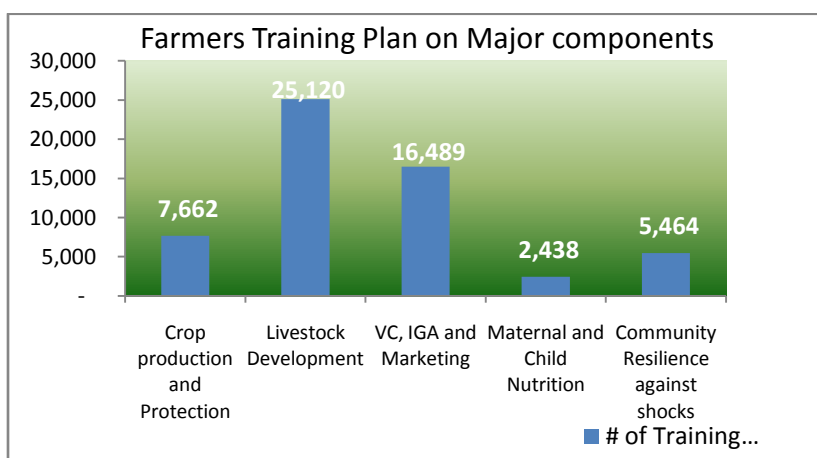
⁵ . unicef. National Situation Analysis of Children and Women in Ethiopia.2019.p.57

- Promote weather index insurance initiatives for 57,680 (28,840 female) vulnerable target households, of which 1,179 (589 female) beneficiaries are peoples with disabilities.
- Conduct 92 workshops on Productive Safety Net Graduation with the participation beneficiaries.
- Strengthen Early Warning system in 105 *woreda /Keble* committees with the participation of 289 (51 female) committee members.

4.3.6 Capacity Building

a) Building the Capacities of Communities & their Institutions

- The program will provide training to 57,173 communities members on crop production, livestock development IGA, value chain, village saving and loan schemes, nutrition and community resilience against shocks. Without double counting 35011 (17,173 female) project beneficiaries will be trained, of which 606 (282 female) are expected to be persons with disabilities.



b) Building the Capacity of Government staffs

- 3665 district experts, Development agents and health extension workers will be trained on crop production; livestock development; VC, IGA, microfinance and marketing; nutrition and community resilience against shocks.
- Besides, ORDA will capacitate 392 employees; project officers, community facilitators, community health facilitators and VESA facilitators on various program results.

4.3.7 Expected Outcomes

For measuring the key achievements of the program, the following key indicators are identified, and will be used for performance measurement.

- Increased households' access to food and nutritional quality of an individual diet (minimum dietary diversity-five).
- Households 'income increased to 15000 birr per head through crop and livestock Value chain, and IGA.
- Rain fed field crops average productivity increased to 30 quintals per ha.
- Average productivity of major vegetable crops (potato, onion, tomato and carrot) increased to 200 quintals per ha
- Increased eggs productivity to 180 eggs per chicken per year through adapting good management practices for improved breed.
- Farmers knowledge and skill on resilience agriculture practice and adaptation to climate change improved

4.4 Youth Enterprise and Private Sector Development

Unemployment continues to affect people particularly the youth exposing them to joblessness and poverty. Government efforts particularly through the TVET system are aimed at addressing middle level human resources needs with considerable issues with regard to quality of training. And ORDA will continue to work on attitude, skills and knowledge of youth to enhance employment and self-employment opportunities in partnership with government stakeholders and private enterprises. Hence, in 2021 ORDA has planned to implement the following major activities:

4.4.1 Capacity Development

(a) Attitude Development Soft skill (WRN, BYOB and Life skill development

Soft skill and life skill development trainings are essential to youth for the preparation of their mental readiness and improve employability and workforce success. In this regard, the following capacity development trainings are planned in the year:

- Work Ready Now (WRN) training will be provided for 1197 youths through DFSA (Meket, Lasta, Gazo and Dehana) and L4R (M/Meda, woldiya & Meket clusters) projects.
- Be Your Own Boss (BYOB) training will be provided for 348 youths through L4R project (woldiya, Meket and M/Mehalmeda clusters).
- Life skills and functional literacy and numeracy trainings that improve employability and workforce success will be provided for 776 youths through DFSA (Tsagbji, Sekota, Bugina) and L4R (woldiya & Meket clusters) and RESET plus projects.
- ToT on Business Development service & Entrepreneurship training will be given for 114 ORDA and /or stakeholders' experts through L4R-Mehal Meda cluster.

(b) Skill Development and Basic Education

The challenge of providing relevant skills to rural youth needs to be met. It is necessary to provide a basic education which will motivate them to study and training to give them skills for the labor market. Accordingly, hard skill trainings will be given for 186 youth (87 female, 6 persons with disabilities) through linking with TVET colleges.

(c) Apprenticeship and Job Placement

During the year, apprenticeships and job placement provided for 767 (384 female) targeted youth in RESET PLUS project through linking with different private and government companies. The apprenticeships will improve the skill of the youth and increase their confidence to their future careers.

4.4.2 Employment

- Daily /temporary labor employment will be created for 5467 (2183 female, 156 persons with disabilities) youth in ORDA programs activities. Youth will access 15,979,513 ETH birr through participating in program activities.

- As the result of projects effort, 1372 (666 female, 36 persons with disabilities) youth will get access to Wage employment in the year. Moreover, Self-employment will be created for 699 (321 female, 28 persons with disabilities) youth in the year with the established and supported existing enterprises. ORDA in its various projects in particular DFSA, L4R and RESET plus projects has allocated 3,036,619 ETH birr for loan and other supporting mechanism.

4.4.3 Youth VESA and Linkage with Financial Service Providers for Financial Security

- Establish 25 new youth VESAs and are expected to have 553 (254 female) members. Inputs and trainings will be given to new youth VESAs and encouraged to improve their saving culture and taking credit for their small business. Accordingly 327,624 ETH Birr savings mobilized by 2847 (1246 female) Youth-VESAs' members. Besides, ETB 567900 amount of cash will be disbursed as loan to 1978 (900 female, 31 persons with disability) youth-VESA members.
- During the year, 488 existing and 287 new enterprises will be established, and supported to improve planning, marketing and overall business management of youth. New and existing enterprises will be owned by 789 (389 female) jobless youth.
- 347 (146 female, 31 persons with disability) will be linked with financial service providers.

4.4.4 Expected Outcomes

The program key achievements of the year will be measured with the following key indicators:

- 2071 (987 female, 64 persons with disability) Youth engaged in permanent jobs created after working on attitude, knowledge and skill development.
- 5467 youth engaged in temporary jobs created in ORDA programs activities.
- 775 functional youth enterprises established and/ or supported.
- Apprenticeships or on the job trainings organized for 767 (384 female) youth new generation of practitioners.
- 186 (87 female, 6 persons with disability) youth individuals linked with TVET for hard skill training.

4.5 Gender, Disability and Culture

4.5.1 Gender Mainstreaming

A recent study on gender equality and its relationship to child well-being in Ethiopia found that women's empowerment correlates⁶ strongly with child wellbeing. And hence ORDA is planned to mainstream gender with the aim to score double benefits.

During this budget year, ORDA will undertake 53 gender analyses at VESAs level and action plans will be prepared to respond to the identified gender disparities. In order to equip the government and project staff, ORDA will provide trainings on gender mainstreaming and development. Besides, to increase the understanding on gender relation, various projects will provide awareness creation sessions to 49,061 (20,760 female) people on gender and harmful traditional practices. ORDA will empower women

⁶unicef. 2019. National Situation Analysis of Children and women in Ethiopia p.7. A child of an empowered mother is less likely to be deprived in education, nutrition and health related knowledge.

political participation for enhancing leadership and decision making capacity in particular at Civil Society Support Programs (CSSP2). COVID-19; worldwide pandemic response project is also planned in CSSP2. Besides, it will be mainstreamed in all ORDA projects through providing awareness creation to general public, provision of sanitary materials and hand washing facilities.

International women day will be celebrated in 21 projects with aim to sensitize the staff (project staff and government) and community members on negative impacts of gender disparities. Besides, gender based violence (16 days) will be celebrated in 35 project *woredas*. 14,320 (7806 female) people are expected to participate on this awareness creation. The department will send to all projects the awareness creation guide a week before the celebration date.

4.5.2 Disability Inclusiveness

Disability can result in or exacerbate poverty due to factors such as lost in livelihoods and/or additional costs of living with disability. ORDA is working with person with disability with our funding partners. During the year, to mainstream person with disabilities in development planning, implementation and monitoring, disability inclusive development training will be provided for 54 (15 female) ORDA and government stakeholders. Robit inclusive education project is planned to support 55 students with disability in food, school material, sanitation material and counseling services. In all programs, persons with disabilities will be mainstreamed and in the year 28,518 (13,983 female) persons with disabilities will access benefits from program achievements. In this year, inclusive education will be also constructed at Raya Kobo *Woreda*, Robit School. World Person with disabilities day (Dec4th) celebrated at 12 development projects.

4.5.3 HIV and AIDS Prevention

1000 Information Education and Communication materials will be produced on HIV/AIDS prevention and control methods. Besides, education will be provided for 19,156 (9510 female) target communities on prevention of HIV/AIDS and sexually transmitted diseases. HIV/AIDS day will be celebrated at 17 projects and expected to participate 17,237 (8,753 female) people.

4.5.4 Expected Outcomes

The gender, disability and culture unit key achievements of the year will be measured with the following key indicators:

- Household gender relation improved in target beneficiaries.
- Women's engagement in decision making and representations at social institutions (WaSHCOs, VESAs, multipurpose coop) improved.
- Person with disabilities become members of social institutions and build confidence to involve in economic and social development.
- Increased the staff knowledge and attitude of gender mainstreaming.

5 RESOURCE MOBILIZATION AND PARTNERSHIP/ IMAGE BUILDING

5.1 Resource Mobilization

Mobilizing resource is paramount importance to achieve the intended results and add values to the regional development efforts. In this fiscal year, ORDA will give high emphasis in mobilizing external resources and sustaining its partnership with international funding organizations to enhance its contribution in the development efforts of the Amhara region. Credibility and accountability is its most precious assets to attract donors / partners; it should also look forward for a proactive role and conscious effort towards winning new partnership and sustaining 19 existing international donors. During the year, **20** proposals worth of more than 700 million birr will be prepared based on calls from donors and other forms of contacts for 2022and subsequent years.

5.2 Partnership / Image Building

Partnership and image building are critically important in strengthening partnership, serving as information hub and delivering organizational/program & project achievements via Printed publications, Website, social media, Television, Radio and other means. ORDA's development footprints have been outreached to its internal and external audiences, and thereby increase the engagement of different stakeholders /donors, government bodies and the community/ for the success of ORDA's mission and vision.

The major 2021 planned activities are:

- Getting involved in a variety of workshops, seminars, meetings & exhibitions which will be conducted with government bodies, partners/ funding organizations, and embassies
- Organizing field visits & capture news, news features, cases and success stories of projects and thereby arranging visits to donors.
- Producing various communication materials - 2000 copies of newsletter, 4000 copies of flyer / brochure , 2000 copies of "Lemat" annual magazine and will be addressed to target audiences (project beneficiaries, funding donors/partners, hotels, and stakeholders)
- Photo and video documentation will be worked out. 16 videos will be uploaded on ORDA's YouTube page. Moreover, 3 TV documentary films and 16 radio programs will be produced for image building. 200 quality photos digitalizing videos & photo slides on LCD digital display.
- Undertake Website updating, and management of the internet connection, facilitation of buying antivirus and close follow-up of the server & taking backup.

6 RESOURCES AND INPUTS

6.1 Financial Resources

To implement the annual planned activities, a total of ETH Birr 1,663,864,652has been planned and to be sourced as follows,

- Cash to be secured from 19 international donors: ETH Birr 968,208,324or 58.2% from the total budget,

- Food commodity of 44,865.8Mt (monetized to ETH Birr 695,656,328) or 41.8% of the total budget.
- Besides, the organization will enhance the community contribution (labor and local materials) monetized estimated value of ETH Birr 50,745,339 in programs implementation with aim to create sense of ownership, and enhance project interventions and ensure sustainability.

Table 2: Annual financial resource by category

Budget category	Annual pan (Birr)	Program cost (Birr)	Admin cost (Birr)
Cash	968,208,324	793,058,084	175,150,240
Monetized commodity value	695,656,328	695,656,328	0
Total	1,663,864,652	1,488,714,412	175,150,240
Percentage		89.5%	10.5%

6.2 Human Resource and Organization Development

In this year, ORDA assumes to have 2305 staffs to be deployed at project sites, Coordination offices, Head Quarter and Addis Ababa branch offices to meet the organization goal and mission. It will be worked towards for the enhancement of knowledge and skill and thereby improving the organization's implementation capacity. The major planned activities are:

- Support and follow Balanced score card (BSC) performance measurement and other change tools implementation within the organization. During the year, the filing system of the archive section will be linked to the automation system.
- The medical and other benefits, discipline, & long term training implementation directives will be revised based on the approved human resource administrative guide.
- The department will organize short term trainings to enabling departments on service delivery, and child safe guarding and human resource automation system to project and zone coordination offices. Besides, induction trainings will be provided to newly recruited staff.
- The day to day human resource administration activities that related with recruitment, termination, updating of job description, provision of the staff benefits package, and follow up of projects which will terminate their period in the budget year will be carried out.

6.3 Procurement

One of the crucial activities in our organization is the procurement function which must be conducted effectively and efficiently. The department will work towards to effective procurement which helps to streamline processes, reasonable material/service prices and costs (within determined budget), either on or before the deadline and identify better sources of supply, thus improving organizational efficiency.

6.4 Property, Transport and General Service

1.1 PROPERTY, TRANSPORT AND GENERAL SERVICE

1.1.1 Property management

The department will undertake management function of existing warehouses at head office through adapting first in first out (FIFO) mechanism and explicit use of automated system. Besides, unusable fixed and non-fixed assets will be collected from projects, coordination and branch offices to dispose with the reason that the items are depreciated and no longer useful or needed in the organization and to create conducive working environment and in turn generate income from sell of unusable assets.

1.1.2 Transport management

ORDA vehicles will be managed and used in efficient way for successful achievement of the organization mission. Vehicles preventive service and maintenance will be provided in line with manufacturers' recommendations to minimize vehicle downtime, increase driver satisfaction and control vehicles maintenance costs. During the year, GPS tools will be installed for 84 ORDA vehicles to improve the management and efficient use resources. Moreover, during the year; 105 Vehicles and 163 motorbike annual comprehensive and 3rd party insurance will be covered.

1.1.3 General service

Maintenance of building and ORDA facilities will be undertaken. Besides, compound gardening and safe guarding mechanisms adapted in the organization.

7 THE ANNUAL PLAN IMPLEMENTATION MODALITIES

Preparatory Phase:In 2021, implementation preparatory phase the followings action will be carried out, to ensure active involvement of implementing parties (staffs, government line offices and target communities) to meet the intended objectives.

- Raise awareness of program staffs, target communities, local leaders, government and non-government staff.
- Integrate 2021 ORDA projects plan in to *woreda* stakeholders' plan
- Prepare detail action plan, purchase plan and inputs provision modality
- Undertake targeting, site selection, study /design, crew mobilization to construction sites
- Input supply for projects execution
- Preparation of monitoring and evaluation plan.

Implementation Phase:During implementation, the following will be given due emphasis:

- Follow up and maintain the technical standards of activities
- Mainstream gender, person with disabilities and youth
- Follow up the efficient use of resources
- Strengthen networking between programs and concerned stakeholders
- Conduct progress review with stakeholders
- Conduct monitoring mission with multidiscipline team

Final Phase:During the final phase the following issues will be given considerations:

- Outcome monitoring

- Handing over of project facilities
- Documentation and sharing of good practices for learning's
- Experience sharing

8 MANAGEMENT SUPPORT SYSTEMS & CONTROL

8.1 Monitoring, Evaluation and Learning

A monitoring, evaluation and learning (MEL) system is used for efficient and effective project /program implementations. As a learning organization, ORDA has been valuing and exercising MEL system over the years. Thus, the MEL system will be strengthened to check the progress of the project towards the medium and higher level of objectives.

8.1.1 Improve Monitoring, Evaluation and Learning system

- Baseline study will be carried out for three (LANN+, Charity water and R4) intended projects. Midterm evaluation will be carried out and / or facilitated for three projects (IHESD, John rig, IFNS). Moreover, facilitation will be made for final evaluation (SFNS, CARD, ICD, DFSA, GRAD II and Charity water) projects. Barrier analysis that related on nutrition will be conducted at LANN plus project.
- The MEL team will conduct biannual activity and output level monitoring with program staffs to check the overall progress and challenges of project interventions, and discuss with the project office, stakeholders and beneficiaries in all 28 projects.
- Monitoring mission will be carried out with multidiscipline team of experts to know how the project is progressing towards to meet the intended results and understand about changes brought as a result of the project intervention. The monitoring mission will explicitly address the most indicators of the intended project through using acceptable data collection methods, tools, data sources and the analysis tool which depicted in the MEL plan. The results will be discussed together with senior management and program teams. The report will be shared for learning both vertically and horizontally in the organization. The action points will be checked in subsequent monitoring mission either changed in to practice or not.
- Besides, the MEL team will review and prepare more than 27 Projects report; monthly updates, quarterly, biannual and annual reports on the due date as one of accountability and transparency mechanism for our funding donors.
- Quarterly reports (electronic copy) will be given to regional signatories via Bureau of Finance and Economic Cooperation.
- In all ORDA projects, biannual review meetings will be held with the presence of all signatory stakeholders and the representative of direct beneficiaries. ORDA will use this opportunities to address the challenging issues of project implementation and the other way around.
- ORDA will Organize Capacity development training to 70 project managers ,and monitoring, evaluation, accountability and learning officers on planning tool, monitoring, evaluation and knowledge management in particular in capturing, sharing of individual case story and good practices.

- Organization annual plan and reports will be prepared and submitted to board of directors. Besides, the management will actively participate in the finalization of the fifth strategic plan of the organization.

8.1.2 Knowledge management

Monitoring and evaluation missions including experience exchange visit reports will be used as sources of information for organizational achievements and lessons to be scaled up. In order to institutionalize the development efforts, ORDA actively works on experience sharing and documentation of good practices. In 2021, ORDA will capture two good practices in the year. The lessons will be documented, disseminated and stored in a way that will ensure learning at project, respective program and organizational level.

8.1.3 Strengthened Accountability Mechanism

Currently, ORDA is being used the consortium feedback and complaint mechanism in joint emergency operation programs. The draft complaint and response mechanism (CRM) was prepared and will be approved by the senior management in this year. Complaint and response mechanism is formal to help us to understand our programs from the beneficiaries' perspective, giving us the information to adjust our programs to best meet beneficiary community needs. After that, the CRM set up will be established and functioned at all level to improve the governance and designing effective programs. During the year, awareness creation sessions will be made within the organization employees, and beneficiaries and stakeholders.

8.2 Internal Audit and Inspection Service

The internal audit and inspection service is planned to implement the following major activities with the aim to ensuring that the organization runs the operations efficiently and effectively.

- Transaction post audit will be conducted in all projects, co-ordination, Addis Ababa and head office. And the findings will be communicated to the respective office to meet the various requirements.
- In 2021, the service department will undertake transaction post audit for 20 funding partners (including the emergency government) projects to provide verification assurance and data processing.
- Audit will be undertaken to 20 selected warehouses. During auditing the department will check and verify in and out vouchers of items, store controlling card, beneficiaries' payroll sheet, checking the physical existence of items, sanitation of store and stacking of grain. Inventory count and cut off for the next auditing will be taken for 15 commodity stores.
- The Audit and inspection service will strengthened the internal control system in the organization by undertaking; surprise cash count, risk assessment, system audit in particular on financial, human resource and property management systems for best use of the organization resources to meet its mission.

9 ANNEXES

Annex 1. Activity Plan



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Annex 2. ORDA 2021 Budget Plan by source and category

No	Projects Name	Woreda (s)	Donor/s	Budget in Donor currency	Annual Cash Budget in Eth Birr	Food commodity		Total Eth Birr
						Metric ton	(monetized value in Eth Birr)	
1	Environment & Forest Development Program (EFDP)				33,236,901	0	0	33,236,901
1.1	Foundation Green Ethiopia	Libokemkem	Foundation Green Ethiopia		14,029,000.00			14,029,000
1.2	Forest Landscape Restoration Program - Amhara	Libokemkem, Ebenat, Farta, YilmanaDensa,	Norway /NFG		11,915,914.00			11,915,914
1.3	Participatory Integrated Land Use Planning	Sekela, Gozamin	GIZ		1,068,211.00			1,068,211
1.4	One Tree Planted	Quarit	One Tree Planted	\$ 79,817.77	3,112,893.03			3,112,893
1.5	Formation and Strengthening of a Regional Multi-Actor Partnership on Land Governance and Up scaling S2RAI Experiences in Amhara- Land For Life	Wonberma, Debre Elias	WHH	\$ 66,189.00	3,110,883.00			3,110,883
2	Water, Hygiene & Sanitation and Irrigation program (WIP)				135,875,993.19	0	0	135,875,993
2.1	Charity water	Basona-worana, Angolelatera&Siya-debimaWaye	Charity water	\$ 1,200,000.00	46,800,000.00			46,800,000
2.2	Amhara Trachoma Control Program (ATCP)	Dahana, Sekota town, Abergelie and ziquala	CBM Germany 3		16,136,284.00			16,136,284
2.3	Amhara Trachoma Control Program (ATCP)	Wogdi	CBM-Australia		3,519,999.00			3,519,999
2.4	Amhara Trachoma Control Program (ATCP)	Ibinat, East Belessa& West Belesa	CBM-Germany 2		15,850,343.00			15,850,343
2.5	JOHN's Rig Water supply, Sanitation and Hygiene Project	Aneded, Gozamin, Debre Elias, Machakel and Sinan	WHH/ VCA	\$ 1,139,773.77	53,569,367.19			53,569,367
3	Agriculture, Disaster Risk Management Program (ADRMP)				645,455,076.28	19,694.21	305,363,798.53	950,818,874.80
3.1	Livelihood for Resilience Activity (GRAD-2)		CARE/USAID	\$ 1,536,202.00	59,911,878.00			59,911,878
	Livelihood for Resilience Activity (GRAD-2)	Meket and wadla	CARE/USAID	\$ 440,174.74	17,166,814.86			17,166,815
	Livelihood for Resilience Activity (GRAD-2)	Gubalafto, Raya kobo, Habru	CARE/USAID	\$	25,403,836.69			25,403,837

				651,380.43				
	Livelihood for Resilience Activity (GRAD-2)	Menza Gera, Menz mama	CARE/USAID	\$ 444,646.83	17,341,226.45			17,341,226
3.2	<i>Linking Agriculture with Natural Resure Management and Nutrition Plus in East Gojjam zone of Amhara Region</i>	<i>Enarji_enawuga&Gonchasisoesenie</i>	<i>WHH/BMZ</i>	\$ 558,319.00	26,240,993.00			26,240,993
3.3	DFSA		WV/USAID	\$ 8,890,446.62	346,727,418.22	\$ 19,694.21	\$ 305,363,798.53	652,091,217
	DFSA-Sekota	Sekota	WV/USAID	\$ 831,309.28	32,421,061.94			32,421,062
	DFSA-Tsagibij	Tsagibij	WV/USAID	\$ 444,170.01	17,322,630.36			17,322,630
	DFSA-Bugna	Bugna	WV/USAID	\$ 720,437.75	28,097,072.06			28,097,072
	DFSA-Wadla	Wadla	WV/USAID	\$ 802,860.88	31,311,574.49			31,311,574
	DFSA-Gazo	Gazo	WV/USAID	\$ 588,151.64	22,937,913.77			22,937,914
	DFSA-Lasta	Lasta	WV/USAID	\$ 1,244,036.81	48,517,435.63			48,517,436
	DFSA-Gazigibla	Gaigibla	WV/USAID	\$ 667,615.54	26,037,006.07			26,037,006
	DFSA-Dahna	Dahna	WV/USAID	\$ 933,861.97	36,420,617.00			36,420,617
	DFSA-Meket	Meket	WV/USAID	\$ 1,145,206.60	44,663,057.49			44,663,057
	DFSA HO KO	Head office and Kombolcha	WV/USAID	\$ 1,512,796.14	58,999,049.39			58,999,049
3.4	<i>Inclusive Health, Economic and Social Development program</i>	<i>Guna-begemidir , Anadabet</i>	<i>Hope and Healing International</i>		28,603,388.00			28,603,388
3.5	<i>Inclusive Food and Nutrition Security</i>	<i>Ibinat, East, West Belessa</i>	<i>CBM-Germany</i>	\$ 427,128.00	20,075,016.00			20,075,016
3.6	<i>Rural Resilience Initiative Project -R4</i>	<i>GonchaSisoEnesie, EnesieSarMider, ShebelBerenta district Libokemkem, IbinatTenta, Mekidela, Kelala, Jamma, Woreilu, Legehida, Legambo, MehalSaiyint, Saint Ajbar, Borena</i>	<i>WFP</i>	\$ 1,725,118.00	63,829,366.00	\$ -	\$ -	63,829,366
3.7	<i>Moving Towards Achieving Sustainable Food and Nutrition Security in the Highlands of Amhara</i>	<i>Farta, Fogera, Estie, Guna-begemidir</i>	<i>WHH/BMZ</i>	\$ 528,992.00	24,862,624.00			24,862,624

3.8	Libokemkem Integrated Community Development	Libokemkem	Glimmer of Hope		41,233,891.00			41,233,891
3.9	Sustainable Vegetable Value Chain	Fogera	The DF	\$ 3,834,468.00	13,420,639.00			13,420,639
3.1	Strengthening, Consolidating and Sustaining the Market Systems for Improved Sustainable Livelihoods (G4F)	Ambasel, Tehulderie, Dewacheffa	Farm Africa/SIDA	\$ 3,476,725.21	14,889,771.06			14,889,771
3.11	Libokemkem-ORDA Immediate relief funds_II	Libokemkem	Glimmer of Hope		5,660,092.00			5,660,092
4	Youth Enterprise and Private Sector Development (YEPSDP)				13,625,476	0	0	13,625,476
4.1	Youth Empowerment for Successful Transitions to Decent Work in Amhara Regions of Ethiopia	Gazigebela, Dehana	SCI/EU		12,950,646.00			12,950,646
4.2	Orphan & Vulnerable Child Support	Dewacheffa	Outreach Ethiopia		674,830.00			674,830
5	Gender, Disability and Culture Unit				11,892,013	0	0	11,892,013
5.1	Empowering Women Political Participation for Enhancing Leadership and Decision Making Capacity	West Belessa	CSSP2		1,074,113.00			1,074,113
5.2	Ensuring Quality and Inclusive education for Children with disability Program Robit inclusive education	Robit kobo	CBM-Italy		9,517,900.00			9,517,900
5.3	COVID response	West Belessa	CSSP2		1,300,000.00			1,300,000
6	Commodity Management Department			\$ 3,285,201.69	128,122,865.91	25,171.62	390,292,530.66	518,415,397
6.1	Joint Emergency Operation Project (JEOP)	Dahana, Sekota, and Gazgiblla	FH	\$ 607,755.81	23,702,476.59	\$ 1,606.81	\$ 24,914,007.97	48,616,485
6.2	Joint Emergency Operation Project (JEOP)	Kobo, Habru, Gubalafto, Lasta, Bugina, Wadla, Meket, Gazo, and Angot	CRS	\$ 2,677,445.88	104,420,389.32	\$ 23,564.81	\$ 365,378,522.69	469,798,912
	Grand Total Budget				968,208,324	44,866	695,656,328	1,663,864,652

Annex 3. Project holders

No.	Name of donors	# of supported projects	Project holder					
			ADRM	EFD	WIP	YEPSD	GDC	CM
1	Foundation Green Ethiopia	1		1				
2	Norway /NFG	1		1				
3	GIZ	1		1				
4	One Tree Planted	1		1				
5	WHH	4	2	1	1			
4	Charity water	1			1			
5	SCI/EU	1				1		
6	CARE	1	1					
7	CBM Australia	1			1			
8	HHI	1	1					
9	CBM-Germany	3	1		2			
10	CBM Italy	1					1	
11	CRS	1						1
12	DF	1	1					
13	FH Ethiopia	1						1
14	Glimmer of Hope	2	2					
15	Outreach Ethiopia	1				1		
16	WFP	1	1					
17	Farm Africa/SIDA	1	1					
18	WV-Ethiopia	1	1					
19	CSSP2	2					2	
	Projects	28	11	5	5	2	3	2

Annex 4. BDARP Program Plan

SN	Activity	Unit of measure	Annual Plan	Quarter Plan			
				1 st Q.	2 nd Q.	3 rd Q.	4 th Q.
1	Project Development						
1.1	<i>Designing: Concept note development/ Proposal development</i>	<i>Number</i>	20	5	5	5	5
1.2	<i>Follow up acceptance of concept notes/proposals</i>	<i>Number</i>	20		10		10
2	Prepare organizational plan	Number	1	1			
3	Prepare organizational periodic reports						
2.3	<i>Quarterly</i>	<i>Reports</i>	2		1		1
2.4	<i>Bi-annual</i>	<i>Reports</i>	1			1	
2.5	<i>Annual</i>	<i>Reports</i>	1	1			
4	Monitoring and Review (tracking of project performance)		0				
4.1	<i>Monthly report review and feedback to all projects</i>	<i># of months</i>	8	2	2	2	2
4.2	<i>Project monitoring and feedback to all projects Quarterly</i>	<i># of Quarters</i>	4	1	1	1	1
4.3	<i>Annual multi-disciplinary team project review outcome monitoring)</i>	<i># of project</i>	28		8	20	
5	Conduct and / or o facilitate survey		0				
5.1	<i>Need assessment</i>	<i># of assessment</i>	0				
5.2	<i>Baseline survey</i>	<i>Number</i>	3	3			
5.3	<i>Midterm Evaluation</i>	<i>Number</i>	3	1	1	1	
5.4	<i>Terminal evaluation</i>	<i>Number</i>	5	1	1	2	1
5.5	<i>Barriers analysis</i>	<i>Number</i>	1	1			
5.6	<i>Disability Mapping</i>	<i>Number</i>	0				
6	Establish Beneficiary Database		1		1		
7	Staff training on Planning tools , and Monitoring, Evaluation and knowledge management	# of staff	80	80			
8	Knowledge Management and Learning		0				
7.1	<i>Identify, document and share good Practices</i>	<i># of Good practices</i>	2			2	
7.2	<i>Organize Learning Forum</i>	<i>Forums</i>	0				
7.3	<i>Organize Scaling up workshop</i>	<i>Workshop</i>	2				2

Annex 5. 2021 ORDA Development Projects Woredas

SN	# Name of woreda	SN	# Name of woreda
1	Abergelie	29	Lasta
2	Ambasel	30	Legambo
3	Andabet	31	Legehida
4	Aneded	32	Libokemkem
5	Angot	33	Machakel
6	Basoworena	34	Mecha
7	Borena	35	MehaSaaiyint
8	Bugna	36	Meket
9	Dahana	37	Mekidela
10	Debre Elias	38	Menz Gera
11	Dewacheffa	39	Menz Mama
12	East Belessa	40	Quarit
13	Ebenat	41	Raya Kobo
14	EnarjenaEnawuga	42	Saint Ajbar
15	EnebsieSarMider	43	Sekela
16	Estie	44	Sekota
17	Farta	45	ShebelBerenta
18	Fogera	46	Sinan
19	Gazigibla	47	Siya-Debir
20	Gazo	48	Tehulederie
21	Gonchasisoenebsie	49	Tenta
22	Gozamin	50	Wadla
23	Guangua	51	West Belessa
24	Gubalafto	52	Wogedi
25	Gunabegiemider	53	Wonberma
26	Habru	54	Woreilu
27	Jamma,	55	Yilmanadensa
28	Kelala	56	Ziquala