

Redeem

the Generation

Strategic Plan Report 2021 to 2025

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The Past & Purpose of Redeem

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The list of “coolest” names among the Ethiopian youth is Redeem the Generation. Incorporated in Redeem’s belief is the usefulness of youth. Redeem’s past was characterized by youth mobilization, and its purpose was awakening the potential inside the youth and their community. Redeem had (and still has) a firm conviction that *“the youth has the potential that can protect itself from HIV/AIDS and poverty”*. Redeem lived this conviction and, by systematically awakening the potential inside the youth, contributed a lot to the national fight against HIV/AIDS and poverty.

Redeem has pioneered a number of innovative youth approaches in the fight against HIV/AIDS. Notable among these were the ‘Street Tent Campaign’ and the ‘Cross-Country Bus Awareness Campaign’. These innovative youth approaches adopted and pioneered by Redeem have helped it to contribute a lot to save the lives of high risk population segments especially youth living and working in the streets, adolescents and young people in and out of schools, and long-distance drivers and travelers who stay a number of nights away from their homes.

Traditionally, Redeem has viewed itself as a volunteer-based organization and hugely benefited from the volunteer contributions of thousands of youth and other community members. It has carried on the spirit of volunteerism until today and volunteerism has become the core value and culture of Redeem.

From the outset, Redeem endorses organization-wide commitment to work with the spirit of service and putting client-rights and quality-service at the center of its programs. Guided by this spirit, it has served quite a huge number of youth and other community members and demonstrated its performance greatness, in the way building its image and attracting a good number of developmental partners and allies.

Redeem’s name is associated with quality, performance supremacy, grassroots closeness, and widespread accountability principles & practices among government stakeholders, local communities, the civil society group as well as international development actors. It is a first choice pick for donors inside and outside the country for whom youth issues are their primary concern and strategic priority.

Redeem’s internal working environment is characterized by commitment, contribution spirit, teamwork, simplicity, and efficiency. It delivers value for money.

The 30 Years Development Journey

2

The Past, the Present and the Future!

The young loving Redeem is itself young by now. Beginning its youth work by year 2001, it has tipped its 20th years anniversary by 2021. In the last 20 years Redeem has been flowing like a river, sometimes with backward spirals, but mostly driven by the purpose it has declared from the onset of its developmental intervention – awakening the potential within youth and helping them to become productive and responsible citizens.

The 20 years long developmental journey of Redeem could be considered as having three distinct eras. The first 10 years (2001-2010) could be considered as the Era of Volunteerism. The next five years (2011-2015) could be considered as the Era of Professionalism. And the final five years (2016-2020) could be considered as the Era of working in Consortiums.

In this strategic period (2021-2025), Redeem wants to consolidate the learnings from its past and wholeheartedly promote the spirit of volunteerism, professionalism and working in consortiums. For this reason, this strategic period is named as the Era of Consolidation.

Redeem has also envisioned its developmental journey beyond the Era of Consolidation and declared that the year 2026-2030 should be the Era of Excellence for Redeem. In this Era of Excellence, Redeem wants to demonstrate excellence in the community works and development approaches that it undertakes in the Era of Consolidation.

2001-2010	The Era of Volunteerism
2011-2015	The Era of Professionalism
2016-2020	The Era of Consortium
2021-2026	The Era of Consolidation/Scaling-up

Focus of the Consolidation Era

3

(Volunteerism, Professionalism & Working in Consortiums)

In the past 20 years of development journey, Redeem has accumulated a wealth of knowledge and expertise in the areas of volunteerism, professionalism and in working in consortiums. A lot of learnings and best practices has been accumulated and documented in this respect.

Learning from its past, Redeem wants to give special focus, strengthen and scale-up its developmental approaches as expressed by volunteerism, professionalism and working in consortiums.

Volunteerism:

The first ten years was the *Era of Volunteerism*. As a volunteer-based organization, Redeem was grossly/hugely dependent on the volunteer contributions of the youth themselves, well-meaning community members, and professionals who are passionate on issues of youth. This era was the era of piloting and pioneering for Redeem. It has designed and pioneered a number of youth friendly approaches, especially in the fight against HIV/AIDS. Notable in this respect is the ‘Tent-Campaign’ and the ‘Bon Voyage Campaign’. Youth volunteers in their hundreds were deployed throughout the city of Addis and outside to provide HIV/AIDS awareness raising education by using tents erected on major streets of Addis as well as by using cross-country driving buses. At the time, these approaches were quite innovative and helped to disseminate important HIV/AIDS related information to quite a great number of citizens.

In this Era of Consolidation Redeem shall arrange and provide well-thought and planned opportunities for volunteer activities. Redeem wants to be known as a place where volunteer service is a passion and fashion. It will develop a comprehensive volunteers’ management guideline, develop a number of voluntary service packages, and mobilize critical mass of volunteers from all walks and talks of life.

Professionalism:

The second five years can be considered as the *Era of Professionalism*. In addition to mobilizing and involving volunteers for its youth focused programs, Redeem was able to attract and enjoy the professional competence and expertise of a good

number of paid professionals who are employed as a full-time worker. This era was the era of providing comprehensive and friendly youth services using professional staff. A good number of life skills trainings and youth-center-based youth friendly service have been provided to the youth, mostly through the use of professional staff.


In this Era of Consolidation, Redeem shall ensure building work units (Redeem Teams) that can demonstrate the following characteristics of professionalism: Redeem's work units or Redeem Teams are expected to be productive, demonstrate a professional image, take the needed initiative, maintain effective work habits, manage time & other resources efficiently, demonstrate integrity, provide excellence, be a problem-solver, be resilient, communicate effectively, develop self-awareness, and build functional relationships.

Redeem Teams shall always conduct their operations and developmental interventions based on research and evidence; commitment and confidence, responsibility and dependability, as well as honesty and the needed professional ethics. Redeem should also document its developmental knowledge, expertise and best practices in a professional manner and share and disseminate it accordingly. Redeem needs to put to use ever evolving technology as appropriate, and take up new learnings and promising strategies as appropriate and adapt them as the culture of the organization.

Working in Consortiums:

The third era which encompasses the final five years in the journey of Redeem can be considered as the Era of Alliance building and working in consortiums. In addition to enjoying the services of volunteers and paid professionals, Redeem began to tap critical potentials from outside by building consortiums with other like-minded organizations and forming complementary and synergetic operational alliances/consortiums. In this era, Redeem was able to demonstrate its peak performing leadership role and in arranging mutual learning and sharing platforms. Redeem has been active and critical player in a number of big national consortia (CCRDA, CORHA) as well as grassroots levels consortiums, which, in most of the cases, Redeem played a lead role.

Redeem wants to emphasis its effort and focus its attention in promoting working in consortium as the best developmental strategy in this Era of Consolidation. Building operational alliances and partnerships will be the first option in the development of programs and in the design of projects.



In This strategic plan period (the Era of Consolidation), Redeem will build on those key aspects of the three eras by consolidating the learnings and lessons gained from them, prepare Redeem for the next era – the Era of Excellence (2026 - 2030). Hence, this strategic plan period will be named as the Era of Consolidation. We will be consolidating the good lessons and learnings that we have gained from volunteerism, professional and from working in consortiums.

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Aspiration in the Era of Excellence

Our Tomorrow Become a Day Today!

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There is no **DAY** in TOMORROW

As there is in **TODAY**

As there is in **YESTERDAY**

YESTERDAY yeasts

TODAY bakes

The next day

Our TOMORROW becomes a **DAY**

TODAY!

In the Era of Excellence, we aspire to be:

- A lead organization providing technical and managerial support to grassroots level implementing partners who are working jointly with us in various sorts of consortium projects and programs;
- A capacity builder for emerging civil society actors especially working on youth issues;
- A catalyst for rights & democracy;
- A learning and knowledge management hub on the programs, developmental approaches and strategies on which we have substantial experience and expertise;
- And possibly a sub-grant provider!

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Vision, Mission, Values

Vision

- To see the generation’s potential is understood, released and maximized, for a better life in the posterity.

Mission

- RTG is committed to work for the socio-economic empowerment of youth, women and vulnerable children to release their potential for better life and be competent to face life challenges.

Values (Our ACCENT)

Appreciation

- We appreciate the potential inside the youth and their community. We always to start from within and go outside. We believe that everyone has something to contribute and give respect to that contribution. We promote asset based community development (ABCD). We appreciate the volunteer contribution of citizens and likeminded organizations and arrange every possibility to make that happen.

Care & Convenience

- We give the needed care for the things we do. We strive to be accessible and work with the spirit of handiness and closeness. We are open and provide opportunities for anyone interested to work with us. We provide services that are suitable and expedient. We don’t give blind eyes and deaf ears to what is happening in the community and nation. We intervene when we feel that our intervention is worthwhile.

Cooperation:


- We promote cooperation, teamwork, networking and working in partnership. We believe in complementarity and synergy. We believe in the saying; ‘it takes two to tango!’ and promote that belief in every aspect of our work.

Equity & Inclusion

- We have a firm belief that development has to be fair and we ensure that we touch the hearts and bodies of everyone in our developmental intervention without any sort of bias and discrimination. We give priority and space to traditionally marginalized groups of society and communities. We give our services with a spirit of fairness and solidarity to their needs and rights. We always ensure that dividends are equitable with contribution and effort.

Now Needed

- We believe in the now and here and do what is needed now. We believe that



the future is a product of the present and focus our effort on making today worthwhile.

Transparency, Accountability and Trustworthiness

- We promote transparency and accountability in everything we do and ensure that we are trustworthy, dependable development partners for the community, the government and the donor circle. We put other developmental partners at all levels accountable for what they do.

Program Pillars

6

Empower, Enable & Emerge

Program Theory of Change:

Whatever we do we do for the sake of the youth. Why? Because we believe that society's growth potential is resident in the youth and our society is predominantly youthful population. What is resident inside the youth is a huge growth opportunity for our nation.

When we intervene on children, we do it knowing that we are contributing to their better life at a latter age.

When we support mothers, we know that we are creating conducive family environment for the youth to express their potential and become somebody.

When we address emerging community issues, we know that we are preparing the community to be in good shape to effectively respond to ever evolving and dynamic youth needs and concerns.


When we support local governments through research and need based interventions, we know that we do that in the hope of creating conducive local conditions that can effectively address youth issues.

Redeem has to reclaim its past and purpose. Its past was the youth, and its purpose was awakening their potential through different developmental approaches and services. The past and purpose of Redeem should come to the front in this Era of Consolidation, and should be the bone and muscle of Redeem.

Hence, Redeem will have three program pillars that are mutually reinforcing to each other and that are believed to respond to the comprehensive and ever evolving development needs of the youth.

Empower: Empower the youth in a comprehensive and sustainable manner.

Enable: create enabling communities, create enabled local actors, create enabling policy environment through a number of capacity building, research and advocacy interventions.



Emerge: take up emerging issues and new realities – respond to them, pilot trials, lessen their negative impacts, promote their positive impacts, be a pioneer in introducing new development approaches, be innovative to the response, document and share lesson so that others will also take up emerging development issues and work on them.

6.1.

Empower

This program pillar is exclusively for the youth, the youth who are the reasons for our existence. The purpose, ways, values, benefits and features of empowering the youth is presented as follows.

Purpose

Empowering the young has a number of purposes including:

- Building on young people's capacity to consider risks and consequences in order to make informed choices and take responsibility. Developing an ability to manage personal and social relationships.
- Building self-esteem and confidence.
- Enhancing young people as active citizens.
- Giving young people the opportunity to make their voices in decisions that affect their lives.
- Helping young people develop social awareness and a sense of social solidarity.
- Offering young people learning opportunities – worthwhile and challenging experiences. As well as providing learning opportunities to gain knowledge and develop new skills.

How Does It Happen

The active and critical participation of young people is essential. The models to be adopted along with the programs and activities engaged in are very diverse including:

- Life skills including leadership, teamwork, planning and decision making, communication, problem solving, initiative and responsibility.
- Recreation and edutainment activities.
- Creative and reflective thinking and critical analysis.
- Citizenship, social action, youth participation, rights and equality issues, the environment, development, and politics.
- Arts and culture including drama and indigenous knowledge.
- Intercultural and international awareness activities and exchanges.
- Information technology.
- Welfare and wellbeing such as health promotion, relationship and sexuality, stress management, as well as anti-drugs, alcohol and smoking activities, initiatives and movements.

The Values of Empowerment

The values of empowerment match the purpose of real and practical education and are fundamental to the process of raising confidence, responsibility and productivity in individuals. It is also fundamental in raising their contribution in society and their value as citizens. The values of empowerment include:

- Young people make the choice and decision to be involved.
- The work of empowerment starts from what they have, or from where they are at (asset appreciation, competence-based).
- Empowerment promotes equality and inclusion.
- Empowerment is about facilitating and heralding the voice of young people.
- Empowerment enhances young people's decision making.
- Empowerment helps the youth to partner with each other, with communities and other agencies to bring about a grand social good.
- Empowerment respects the social value of young people.


The Benefits of Empowerment

Empowerment adds value to the lives of young people by helping them develop skills and attributes. It can particularly affect the lives of those who are vulnerable and disadvantaged, or are most challenged due to different circumstances. It can help build confidence, provide role models, opens up new experiences, and provides sense of purpose and belonging.

- ***For the young people:*** empowerment is educational, enjoyable, fulfilling and fun. Those who take part have more opportunities and options for the future.
- ***For communities:*** empowerment is about young people working together for the betterment of their community. When empowered, young people are highly instrumental in building community spirit and playing an active role in the development and de-envelopment of their communities.
- ***For the society:*** empowering youth is equivalent to preparing them to understand and tackle real social issues, combat hardships, enhance democratic lifestyle and is highly instrumental in ensuring value for money (it doesn't take too much to change the youth as compared to those below and above them; it only takes smart thinking and action).

Definitive Features of Empowerment

- ***Voluntary Participation:*** young people are involved in youth activities as they choose to be. It enables them to do worthwhile enjoyable things in their free time in the company of friends and interested, supportive adults.

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- ***Friendliness***: youth services are flexible, friendly and versatile in their approach. They embrace young persons' interests, ambitions and passions and help them to develop and expand their horizons.
 - ***Partnership***: In all youth-based interventions the young people are active partners in making decisions, planning programs, and setting priorities. Relationship is based on dialogue and mutual consultation between young people and their service providers (participation of the right holder is highly respected).

6.2.

Enable:

Create enabling local & policy environment for the youth to express their potential & be productive & responsible citizens.

- Ensure the creation of peaceful, sustainable & resilient communities.
- Ensure the creation of a well-functioning, capacitated & accountable local government structures & promote the spirit of collaborative community action.
- Strengthen local youth & women associations, youth clubs in & out of schools, local youth initiatives & interest groups organized for addressing varied sort of thematic issue (anti-drug, anti-AIDS, anti-violence, pro-peace, pro-poor, pro-rights, etc).
- Strengthen the managerial & performance capacities and enhance performance standards of implementing partners & promote the spirit of partnership & joint work.
- Promote alliance & collaboration among civil society & non-state actors for a common goal of community action, national policy formulation/revision, respect of human rights, implementation of approved national policies & programs, building consensus on issues that are pertinent & common to all.
- Facilitate community-level and national dialogues on issues of development, democracy & governance, as a matter of fact directly related to youth.
- Promote public-private partnership & systematically enhance the discharge of corporate social responsibility (CSR) by the private sector of the economy.

6.3

Emergence

Ensure the creation of resilient and ever evolving communities so that the youth can live out any current adversaries, take advantage of new developmental and technological gains, grow with time.

- Take up all appropriate developmental & technological advancements & put them to use in the hope of ensuring efficiency & effectiveness of our developmental interventions & in ensuring organizational performance greatness
- Pioneer in piloting few selected start-up initiatives & new community development approaches, invite development practitioners for competent research work, generate practical evidences & document lessons, & share to the public what worked well & what didn't work well;
- Cordially respond to emergency humanitarian situations & associated crisis as caused by internal conflict, war, disease outbreaks, and other natural & man-made disasters.
- Jointly work with emerging regions & communities as they are the places for the most needy & hard-to-reach citizen groups (Afar, Somali, Benishangul-Gumuz, Harare, Gambelka, Sidama, South-West Ethiopia, etc).
- Support emerging civil society organizations, citizen groups & other local initiatives especially working on new & emerging issues & communities.
- Initiate & lead the emergence of local as well as international alliances, networks, & forums of youth nature. Join emerging forums, network & alliance of similar nature & participate actively.

Overarching Strategic Priority

7

Scaling Up!

“If we don’t have anything to scale-up, we’re start-up!”

But since Redeem has been in the community development sector for the last three years and had a number of innovative development strategies and approaches, it is time for Redeem to scale-up what it has been doing and on those it has enough confidence about their effectiveness. This time round Redeem is not starting from scratch, it is starting over from experience!

In this Era of Consolidation, scaling up shall be the one and only one overarching strategic priority of Redeem. Redeem will scale up its developmental approaches as expressed by volunteerism, professionalism and working in consortiums; and program intervention strategies as expressed by empower, enable and emerge.

There is a good number of positive track record on those issues and Redeem needs to intensify them in this Era of Consolidation. For that matter, consolidation is all about intensifying the knowledge and expertise they someone possesses.



Strategic Issues of Redeem in the Era of Consolidation

In the Era of Consolidation Redeem shall focus on addressing the following 5 strategic issues. The Strategic issues are presented accompanied with strategic priorities, strategic objectives, key activities, enablers, possible risks and their mitigation mechanism.

- Strategic Issue 1: Organizational and system development:
- Strategic Issue 2: partnership and networking
- Strategic Issue 3: Volunteer Development
- Strategic Issue 4: Fundraising & Resource Mobilization
- Strategic Issue 5: Program Development

Strategic Issues

Strategic Priorities

Strategic Issue 1

Organizational and system Development

Build a technology-led, youth-focused, networked, ever evolving & peak-performing organization!

Strategic Issue 2

Partnership and networking

Build a vibrant & adaptive organizational system supported by relevant current technology!

Strategic Issue 3

Volunteer Development

Build a diverse, competent, well-versed & team-functioning volunteer structure!

Strategic Issue 4

Fundraising & Resource Mobilization

Put Redeem in a firm, long-term financial footing!

Strategic Issue 5

Program Development

Respond to the comprehensive developmental needs and rights of the youth and their community in an efficient and inclusive manner via intervention and advocacy

8.1.

Organizational and system Development (Strategic Issue #1)

A. Strategic Priority

- Realize a technology-led, youth-focused, networked, ever-evolving and team-functioning organization!


B. Strategic Objectives

- Instrumentalize current technology as a communication & management tool as appropriate
- Facilitate the creation of youth-led local initiatives and support them to function by their own
- Promote partnership and networking as a first option resort of Redeem's operations
- Focus on thematic issues and approaches on which Redeem has huge expertise, reputation and comparative advantage
- Put in place supportive and sustainable management and ensure managerial excellence and perpetuation
- Put adaptive and knowledge management system in place
- Ensure that technology is the backbone of all organizational systems;
- Ensure the creation of conducive working environment and modern workplace for staff, volunteers and other key organizational stakeholders;
- Establish a vibrant, responsive & clear financial management system;
- Ensure a efficient & effective acquisition and utilization of material resources;
- Ensure that highly informative, empowering & impactful system of M&E & knowledge management is in place, supported by appropriate current technology;
- Put all (mandatory and beneficial) organizational policies, protocols & procedures in place as required by internal people & key stakeholders, and adhere to them; (Media Engagement Policy, Volunteer Management Policy, Procurement Policy, Gender & Inclusion Protocol, Safeguarding Policy, Child Rights Policy, etc)

C. Key Activities

- Create computer based MIS platform and communicate and share information on daily, weekly, monthly, quarterly and annual basis both for internal and external stakeholders;

- Create social media accounts of Redeem (Telegram, FB, Twitter, YouTube, Linked-In, etc) and use them as a communication and sharing platform in a regular and functional manner;
- Take advantage of all available mobile-based e-pay and e-billing platforms (e-birr, telebirr, cash-pay) and use them for swift transaction and efficiency
- As much as possible try to avoid paper-based communication and resort to technology-based communication in reporting, procurement, recruitment, lesson sharing, seminars, documentation, etc;
- Closely work with school clubs, local youth associations, different youth interest groups, etc and provide needed capacity building support to them to take up and lead youth issues by their own
- Mobilize the youth and assist them to promote youth issues by their active engagement and leadership;
- Setup an ad-hoc team to identify all pertinent institutions and non-state actors inside and outside the country whose interests and developmental priorities are similar with that of us and consult with them for possible developmental partnership and networking
- Conduct in-house and consultant-based best practice and lesson documentation sessions and use their feedbacks and recommendation as a basis for program development and as a unique feature and endowment of Redeem to attract possible developmental partners
- Practice team-based decision making and managerial succession as the culture of management at Redeem. Outline success planning and team-based decision making protocols and adhere to the provisions incorporated in the protocols.
- Ensure constant managerial learning and growth by soliciting all available learning and growth opportunities out there and by being proactive in taking advantage of the opportunities
- Make regular revisits of the strategies and approaches adopted by the organization and make needed adjustments as required by the ever evolving development environment
- Invite policy makers, strategist and practitioners of all sort both from inside and outside sources and create a constant learning and adaptation platform for organization people
- Update the website of the organization & create web-based access to all organizational policies and system so that staff and other organizational volunteers can easily access and know what is possible and what is not;
- Design a computer-based performance tracking system both for tracking activity and financial performances of individuals, teams & departments of the organization;

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- Organize regular policy seminars to create sufficient awareness for the staff of the organization on organizational policies;
 - Create a networked organizational work environment and make communications computer-based;
 - Post organizational updates on the organization’s website and other social media accounts (Telegram, FB, YouTube, etc)
 - Do regular revisits of policies and systems and update them accordingly;
 - Update all organizational systems, policies and procedure and make them responsive to current realities;
 - Do the needed research and include all other needed organizational policies that are missing;

8.2.

Networking and partnership (Strategic Issue #2)

A. Strategic Priority


- Build a vibrant & adaptive organizational system supported by relevant current technology

B. Strategic Objectives

- Ensure that technology is the backbone of all organizational systems;
- Ensure the creation of conducive working environment and modern workplace for staff, volunteers and other key organizational stakeholders;
- Establish a vibrant, responsive & clear financial management system;
- Ensure a efficient & effective acquisition and utilization of material resources;
- Ensure that highly informative, empowering & impactful system of M&E & knowledge management is in place, supported by appropriate current technology;
- Put all (mandatory and beneficial) organizational policies, protocols & procedures in place as required by internal people & key stakeholders, and adhere to them; (Media Engagement Policy, Volunteer Management Policy, Procurement Policy, Gender & Inclusion Protocol, Safeguarding Policy, Child Rights Policy, etc)

C. Key Activities

- Update the website of the organization & create web-based access to all organizational policies and system so that staff and other organizational volunteers can easily access and know what is possible and what is not;
- Design a computer-based performance tracking system both for tracking activity and financial performances of individuals, teams & departments of the organization;
- Organize regular policy seminars to create sufficient awareness for the staff of the organization on organizational policies;
- Create a networked organizational work environment and make communications computer-based;
- Post organizational updates on the organization's website and other social media accounts (Telegram, FB, YouTube, etc)
- Do regular revisits of policies and systems and update them accordingly;

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- Update all organizational systems, policies and procedure and make them responsive to current realities;
 - Do the needed research and include all other needed organizational policies that are missing;

8.3

Volunteer Development (Strategic Issue #3)

A. Strategic Priority

- Build a diverse, competent, well-versed & team-functioning staff, board and general assembly of Redeem!

B. Strategic Objectives

- Create key staff positions and sufficiently staff the positions;
- Reform the current GA and board of directors teams and fill GA and Board positions based on preplanned selection and recruitment criteria;
- Design a constant learning and growth scheme for the staff and volunteers of the organization
- Promote teamwork at all levels;

C. Key Activities

- Conduct organization-wide structural reform that can sufficiently respond to the current organizational status as expressed by this strategic plan;
- Conduct organizational staffing study and use the recommendations of the study as a basis for doing staffing reform;
- Design a protocol or roadmap describing the modalities and extent of engagement by the GA and Board members.
- Arrange regular in-house learning & sharing events;
- Arrange staff to staff linkage and sharing with likeminded organizations; use social media such as Linked-In to enhance professional linkage, learning and sharing among organizational staff
- Exploit forums & networks as key platforms for knowledge sharing & learning
- Provide opportunities and incentive for on-job, on-line learning and professional development
- Assign permanent tasks for members of the board, for example: in charge of the private sector, in charge of program quality, etc;
- Form core groups from among the GA members and assign permanent tasks for the core groups based on organizational needs;
- Form thematic and technical teams among staff of Redeem and ensure that they are functioning as a team;

Volunteer Engagement Mobilization Plan

Volunteerism is an important value in our organization. When people are engaged in their community, there are benefits to the volunteer, to the people and organizations that they serve and, for the community as a whole. Volunteers help our organization in wide range of services that are available in our community and organization as well:

- Bring fresh perspectives
- Help to reach new audiences
- Extend staffing capacity
- Ambassadors and advocates for the causes in which they are involved
- Create an environment of people that care about their communities
- mobilize resource and professional support

In the coming five years RtG will follow four strategic objectives to engament volunteer engagement mobilization

1. Recruit large number of youth volunteers both in and out of schools
2. Invite local professionals for volunteerism services
3. Deploy high level international volunteers and inters
4. Organize event for community giving back service

8.4

Fundraising & Resource Mobilization (Strategic Issue #4)

A. Strategic Priority

- Place Redeem in a firm, long-term/sustainable financial footing!

B. Strategic Objectives

- Broaden the donor-based;
- Diversify funding sources;
- Be a dependable development partner;

C. Key Activities

- Establish autonomous fundraising team/unit;
- Design a fundraising strategy or roadmap;
- Open international fundraising office in USA and/or Europe;
- Start own income generation initiative – business scheme;
- Mobilize the private sector for smart fundraising initiative – secure price premiums, etc
- Engage in organized media campaign (in both mainstream & social media) and enhance Redeem’s visibility;
- Diversify the general professional and personality profile of the GA and board of directors of Redeem and actively involve them in smart fundraising and resource mobilization works;
- Map & secure long-term strategic funding partnership from traditional and emerging donors;
- Design donor-relations protocol & be guided by it;
- Monitor donor satisfaction in a regular basis;

8.5.

Program Development (Strategic Issue #5)

A. Strategic Priority

- Known for rights-based & asset appreciating programs that are flexible in nature, holistic in their approach and adaptive to trends, advancements & own experiences!

B. Strategic Objectives

- Design programs that are capable of responding to the comprehensive developmental needs of the youth and their community;
- Ensure that quality, equity, inclusion and value-for-money are the guiding principles of program design at Redeem;
- Ensure that the right-holders are the main actors in the design, implementation, monitoring & sustainability of Redeem's programs
- Ensure that technology, innovation & partnership at all levels are the backbones of program development at Redeem;

C. Key Activities

- Create operational partnership with other likeminded organizations and design partnership projects;
- Design quality standards, equity & inclusion guidelines, partnership protocols, and value for money guidelines, and apply them in Redeem's day to day activities;
- Design programs and projects using the principles of rights-based framework and asset-appreciating approach;
- Assess critical needs and engage in building the capacity of local communities – government stakeholders, implementing partners, community task groups, local associations of the youth and women, schools, etc;
- Jointly work with the local community groups and right-holders in an organized manner;
- Employ youth friendly technologies as platforms for communication, learning and sharing;
- Conduct series of youth (right-holders) consultations and seminars to capture new trends, new demands, and to incorporate them in consequent program development and project preparation processes;

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Enablers

- Existence of quite a good number of MIS tools that can be adapted and used by organizational people with little induction and on-job training
- The existence of quite a good number of free social media platforms as well as millions of users;
- Everyone has a mobile phone at hand and mobile-based applications are easy to manage;
- As WIFI based internet service is becoming cheap and affordable by everyone the use of technology-based communication, procurement, recruitment, ets is becoming the fashion of the day. We need to take advantage of this fashion and demonstrate that we are pro-environment.
- There are school clubs, youth associations, and youth interest groups in their big numbers who are ready and eagerly waiting the support of outside agencies to take up evolving youth issues and contribute their share to the wellbeing of their youth members;
- Redeem is endowed with staff who are well-versed and capable of using internet search engines and pertinent social media platforms (like Linked-In) to look for their peers and link with them for possible developmental partnership in matters that are common for both;
- Redeem has a good track record of documenting best practices and lessons and it needs to strengthen and promote it further in this strategic plan period;
- Make use of all the national and international consortiums, networks, forums and partnerships as a learning platform and cascade what you have learnt to the rest of the organizational staff;
- There are lots of professional volunteers inside and outside the country (both citizens & foreigners) who are ready to share the knowledge, skill and expertize that they have
- Redeem's good name and reputation among the donor community will help me to convince donors to expand its program and staff-base
- Redeem's active and productive participation in national & international networks and consortiums is a good opportunity for learning and professional growth;
- Availability of social media & on-line learning & sharing opportunities;
- The current NGO legislative allows (and even encourages) NGOs to participate in income generation business activities

- The current executive director is a high profile personality and it can lobby and convince Ethiopian Diasporas to support Redeem's effort of opening an international office in USA and/or Europe;
- There is a strong giving culture and a favorable charity environment in western countries and we need to exploit this opportunity to our benefit;
- There is untapped potential in the private sector and we need to exploit that.
- The push for corporate social responsibility (CSR) is intensifying and that is a good opportunity for us to approach and engage the national private sector
- Media is becoming a key communication and visibility channel and we need to use this development as an open opportunity for us to enhance our visibility and increase our supporter base;
- There are well-meaning and high profile citizens in Ethiopia who can volunteer to participate in the GA and board platforms of Redeem
- The fact that working in consortium has become the fashion of the day creating opportunities for NGOs to join efforts, create comprehensive and holistic projects, and benefit from synergy;
- Existence of quite a number of small NGOs who are interested to work in consortium projects;
- Previous experience and reputation of Redeem related to working in consortiums and partnership projects
- Previous experience of Redeem to lead consortium projects;
- Government's readiness to work jointly with civil society groups in addressing local needs;
- Existence of volunteer community groups who can be mobilized easily for community development works
- The firm conviction of Redeem as well as its past experience to do its work using the principles of ABCD

Key program intervention area	Key problems specific to target communities
Health	<ul style="list-style-type: none"> ▪ Existing evidences show that the major sexual and reproductive health problems of adolescents and youth in Ethiopia include risky sexual practices, child marriage, early child bearing, unintended pregnancy, unsafe abortion and its complications and STIs including HIV. ▪ Use of and addiction to narcotic or psychotropic substances affects an individual’s health and psychosocial behaviors. In Ethiopia, addictive substances such as Khat, tobacco and alcohol are widely used by adolescents and youth. ▪ Stigma, service costs, provider bias, and lack of youth friendly services (YFS) pose formidable barriers to young people’s ability to access SRH services in Ethiopia. The public facilities that did serve young people failed to guarantee privacy and confidentiality, ultimately leading to a distrust of the system, and resulting in poor SRH service use among adolescents and youth. ▪ Regarding WASH despite the progress seen in Ethiopia, half of the population does not have access to an improved water source and practice open defecation. The National WASH Inventory (NWI) report of 2019 also indicates that the majority of health facilities in Ethiopia lack access to clean water and limited to have access to safe water. Moreover, childhood deaths are associated with diarrhea which remains the third leading cause of under-five mortality attributed to poor water, sanitation and hygiene.
Education	<ul style="list-style-type: none"> ▪ The Life Skills program is a comprehensive behavior change approach that concentrates on the development of the skills needed for life such as communication, decision–making, thinking, managing emotions, assertiveness, self–esteem building, resisting peer pressure, and relationship skills. Additionally, it addresses the important related issues of empowering girls and guiding boys towards new values. ▪ Adult education usually refers to any form of learning undertaken by or provided for mature men and women outside the formal system. It targets girls and boys above 15 years of age as well as those who are poor and underprivileged. Adult education contents may include income generation, health, literacy, numeracy, knowledge, life skills and problem solving. It is considering as a remedying early education and self-fulfillment. These geared the society towards active involvement in economic,

	social and political life.
Environment	<ul style="list-style-type: none"> ▪ Ethiopia, natural resources are under the influence of various interconnected factors like population pressure, agricultural expansion, migration, rapid urbanization, resettlement, climate change, and environmental pollution. Its huge population number had been putting a great burden on the sustainability of almost all types of natural resources. There is, therefore, serious degradation of land, water, forest, rangeland, and wildlife resources that appear to feed off each other. This results in severe soil loss, low vegetative cover, unsustainable farming practice, continuous use of dung and crop residues for fuel, overgrazing, and destruction and/or migration of wildlife, which again are intensifying the degradation of available resources in a vicious circle.
Resilient Livelihood	<ul style="list-style-type: none"> ▪ Ethiopia has labor proclamation (2003) and policies to ensure decent work, enforcement remains a challenge and ensuring decent work among workers is at stake. Since most of the workers in industrial parks and in private sectors are young people, promotion of decent work has paramount importance for their career development, work place safety and for improved productivity. Most workers do not get fair income to survive, and often operate in unsafe and insecure workplaces and conditions. This is worse for women as compared to men. They do not have social protection scheme (particularly in the private and informal sector) and there is limited enabling environment to organize themselves, dialogue with responsible institutions and voice for their rights. In the face of promoting broad-based industrialization in the country, the issue of decent work is becoming a growing concern in Ethiopia. ▪ 5% of the ~110 million Ethiopians are under the age of 15 years while ~70% of the populations is under the age of 30 years. And this youth bulge is projected to remain at this level as the population grows to ~127 million by 2037. This youth bulge is accompanied by a moderate rate of unemployment of youth (15-24 years) in Ethiopia, with some projections noting a youth unemployment rate of 8% in 2014. Youth unemployment is more prevalent in urban areas compared to rural areas; however, the youth unemployment rate in rural areas is confounded by the high rates of underemployment for rural youth.
Good Governance	<ul style="list-style-type: none"> ▪ Ethiopia's youth has the potential to play a significant role in the country's socio-economic and political development. The National Youth Policy (2004) recognizes the importance of youth, "to participate, in an organized manner, in the process of building a democratic system, good governance and development endeavors, and benefit fairly from the outcomes". Participation of youth is

	<p>increasingly recognized by the public authorities, following the government’s strategy to involve youth in decision-making processes. As a result, state agencies and ministries now invite representatives of youth federations during the approval of youth-related policies. Importantly, the Ethiopian Youth Federation was established in 2009 and is composed of regional youth federations, which themselves consist of various youth associations in order to involve youth in the development of the country at both the local and national level. However, there are many barriers that hinder youth’s active participation in socio-economic, political and cultural life, including persistent gender inequality, youth poverty, and a lack of recreational activities. The government recognises ‘the lack of entertainment facilities; scarcity of public library services; and the lack of physical education training institutes’. Most youth have limited awareness of youth policies and there is little evidence that young Ethiopians are involved in the decision-making processes and the livelihoods of their communities. Moreover, participation in volunteering programs and use of youth centre services is still limited, especially for young women.</p> <ul style="list-style-type: none"> ▪ Civic participation has been defined as individual and collective actions designed to identify and address issues of public concern (American Psychological Association, 2007). However, there are many barriers that hinder youth’s active participation in socio-economic, political and cultural life, including persistent gender inequality, youth poverty, and a lack of recreational activities. The government recognizes the lack of entertainment facilities; scarcity of public library services; and the lack of physical education training institutes. Most youth have limited awareness of youth policies and there is little evidence that young Ethiopians are involved in the decision-making processes and the livelihoods of their communities. ▪ Organized initiatives that seek to change official policy or legislation, or the manner in which these regulations are applied. Our efforts typically try to establish new policies, improve existing policies or challenge the development of policies that create a difficulty or an injustice for youth, particularly more vulnerable or disadvantaged groups.
Emergency, Disaster Risk Reduction	<ul style="list-style-type: none"> ▪ Ethiopia is exposed to a wide range of hazards associated with the country’s diverse geo-climatic and socioeconomic conditions. Drought and floods represent major challenges, but a number of other hazards affect communities and livelihoods. These include: frost and hail, crop pests and diseases, livestock diseases, human diseases, conflict and other manmade hazards, landslides, earthquakes and urban and forest fires. Climate change is predicted to further increase exposure to climate-related and

	hydrological hazard. Ethiopia is vulnerable to this given the importance of agriculture for the overall economy and the livelihoods of poor households, and the scarce diffusion of irrigation and water-shed management practices.
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Key program intervention area	Focus area of the program	Goals and objectives
Health	<ul style="list-style-type: none"> • Water and sanitation Hygiene (WASH) • Youth Adolescent Sexual Reproductive Health (YASRH) • Substance Abuse and other Illegal Drugs • Youth Friendly Service(YFS) 	<p>GOAL: To Improve health status of target communities.</p> <p>STRATEGIC OBJECTIVE:</p> <ul style="list-style-type: none"> • Sustainable, and equitable access to safe drinking water, environmental sanitation and hygiene • To improve quality and accessible of youth and adolescent sexual reproductive health • To prevent the adverse effect of substance abuse and other illegal drugs and improved access to quality service provision for vulnerable groups • To promote access to comprehensive youth friendly health information and service
Education	<ul style="list-style-type: none"> • Life Skill Training 	GOAL:

Key program intervention area	Focus area of the program	Goals and objectives
	<ul style="list-style-type: none"> • Integrated Functional Adult Literacy (IFAL) • Work Readiness • Technical and Vocational Education and Training (TVET) 	<p>Improve access to education and training for target community through expanding opportunities and addressing barriers in primary, secondary, TVET and non-formal education</p> <p>STRATEGIC OBJECTIVE:</p> <ul style="list-style-type: none"> • To provide opportunity for realizing one's potential through practical life skill training and experience • To mitigate the problem of adult illiteracy and improve the livelihood of the community • To improve employability and work readiness for job seekers • To support the development of a productive workforce through TVET
Environment	<ul style="list-style-type: none"> • Natural Resource Management • Climate Change 	<p>GOAL:</p> <p>To contribute safe and clean environment through eco-friendly intervention</p> <p>STRATEGIC OBJECTIVE:</p> <ul style="list-style-type: none"> • To improve natural resource management and governance for sustainable and equitable use

Key program intervention area	Focus area of the program	Goals and objectives
		<ul style="list-style-type: none"> • Reduce the impact of climate change by restoring natural ecosystem
Resilient Livelihood	<ul style="list-style-type: none"> • Employment and Decent work • Job Creation 	<p>GOAL: Improve livelihoods for marginalized women and youth through economic empowerment, creating decent work and job creation</p> <p>STRATEGIC OBJECTIVE:</p> <ul style="list-style-type: none"> • To create great opportunities for youth to secure decent employment and income • Improved labor market governance (labor law, wage policy, labor inspection, social dialogue, collective bargaining, dispute settlement) for better wages and working conditions, and respect of workers' rights in various. • Improve industrial relations, working conditions and productivity. • Expanding job opportunity alternatives to ensure equitable benefit of the youth
Good Governance	<ul style="list-style-type: none"> • Policy Advocacy 	GOAL:

Key program intervention area	Focus area of the program	Goals and objectives
	<ul style="list-style-type: none"> • Youth Voice • Civic Rights and Political Participation • Peace Building and Conflict Resolution • Protection of Basic service 	<p>To contribute the establishment of accountable and responsive governance to the needs of the communities through policy and practice change</p> <p>Strategic objectives</p> <ul style="list-style-type: none"> • To promote evidence based policy advocacy on the identified youth issues • Create spaces for youth (both boys and girls) to express their opinions– and listen to those of others. Innovative ways to transform the way in which youth engage with each other and with the government and their community including in universities. For instance; • structured dialogue that will give young people the opportunity to interact and debate with key decision-makers on the issues that affect them most and to influence policy including youth development strategies; • Use of arts and a combination of indigenous and innovative approaches that will bring together youth and decision makers, different social groups with divergent views, and youth and

Key program intervention area	Focus area of the program	Goals and objectives
		<p>older people for discussion and dialogue to build social cohesion, prevent conflict, increase civic engagement and prevent violence in Ethiopia.</p> <ul style="list-style-type: none"> • To strengthen democratic process through raising awareness on civic right and political participation. • To create platform for the youth to be active citizen in peace building and conflict resolution • To promote constructive engagement between service recipient and service provider for quality and accessible basic service.
<p>Emergency, Disaster Risk Reduction</p>	<ul style="list-style-type: none"> • IDPs reconciliation/integration and • Resettlement 	<p>GOAL:</p> <p>To improve the living conditions of IDPs and enhance their economic, social and democratic opportunities and prospects for social integration</p> <p>Strategic objectives</p> <ul style="list-style-type: none"> • To improve the living conditions of IDPs in existing and temporary

Key program intervention area	Focus area of the program	Goals and objectives
		settlements <ul style="list-style-type: none"> • To create safe local resettlement and integration for IDPs
Cross Cutting Issues	<ul style="list-style-type: none"> • Social Inclusion • Safeguarding and Protection • Gender Equality 	GOAL: Ensure RTG’s community services to be safe, inclusive and gender sensitive Strategic objectives <ul style="list-style-type: none"> • To enhance harm free delivery of development and humanitarian assistance of RTG to people and the environment. • To reduce the risk of exclusion based impairments, social, economic, political and cultural factors • To ensure gender sensitive RTG’s development and humanitarian intervention

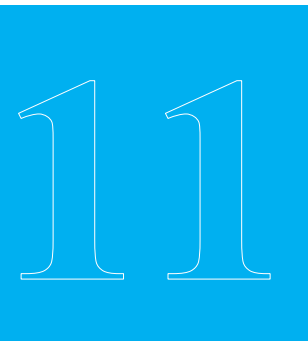
Indicative Budget of the Consolidation Era 2021 -2025

Key program intervention area	Total budget per program intervention	Year I	Year II	Year III	Year IV	Year V
Health	33,150,693	5,430,000	5,973,000	6,570,300	7,227,330	7,950,063
Education	8,547,140	1,400,000	1,540,000	1,694,000	1,863,400	2,049,740
Environment	9,157,650	1,500,000	1,650,000	1,815,000	1,996,500	2,196,150
Resilient Livelihood	61,051,000	10,000,000	11,000,000	12,100,000	13,310,000	14,641,000
Good Governance	7,326,120	1,200,000	1,320,000	1,452,000	1,597,200	1,756,920
Emergency, Disaster Risk Reduction	30,525,500	5,000,000	5,500,000	6,050,000	6,655,000	7,320,500
Cross Cutting Issues	6,227,202	1,020,000	1,122,000	1,234,200	1,357,620	1,493,382
Total budget per year	155,985,305	25,550,000	28,105,000	30,915,500	34,007,050	37,407,755

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Risks & Uncertainties

- Uncertain & unpredictable global funding environment
- Unstable political environment & internal conflict discouraging incomings & developmental gains
- Lack of organized giving culture by the private sector
- Limited media use & visibility of Redeem to win the interest of broader social groups
- The overwhelming nature of the current national problem as expressed by displacement & mass destruction of social & economic amenities, thereby forcing the government & civil society to shift their attention from development to humanitarian response.
- The charity mentality of some NGO staff & leadership posing resistance in NGO efforts to engage in business.
- Not that much grown/developed record of joint effort by NGOs posing hindrances in our effort to intensify working in consortiums & partnership.
- Communities' collective mentality of expecting everything from NGOs rather than trying to solve their problems by their own, especially in emerging regions.



Mitigation Mechanisms

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13 Implementation Roadmap & M&E Framework

PLANNING, MONITORING, EVALUATION AND LEARNING

Preparation of Work Plans

As a key program management tool, RTG will prepare annual work plans further breaking down strategic plan priorities indicated in this strategic plan. The annual work plan will have annual targets with indicators to monitor and progress and evaluating –aggregating current and expected project targets disaggregated by sex and indicators as one organizational document. The preparation of the annual work plan will be conducted in a timely manner, participating key project staff –which will be led and coordinated by the M&E and Knowledge Management Manager. The annual work plan will also include information on specific portfolio or project, budget and targets by quarter. Field branch and field offices will also cascade the annual work plan taking the targets in each geographic areas.

Monitoring and evaluation

The leadership and staff are committed in continuous learning, evaluation and performance measurement. Monitoring our progress and the impact of the Strategic and Operational Plans will be done through the use of multiple tools and approaches. The program management team monitors performance against the prescribed milestones in a quarterly review meeting meetings and the Executive Director provides quarterly and year-end reports to the board to ensure an appropriate oversight and accountability. This will take the project and donor specific requirements in to consideration.

Monitoring enables for continual self-evaluation through both formal and informal systems; it is the process of continuously - often daily - collecting information about the progress of the project to determine whether activities are being implemented as planned, and can take management and implementation adjustments as necessary.

RTG will develop a monitoring and evaluation guide that describes the organizational setup, management processes, standards, strategies, plans, indicators, information systems, reporting lines and accountability relationships that enable staff at different levels to discharge their M&E functions effectively.

Evaluation

RTG will conduct evaluations at midway or end of implementation to measure the outcomes, impacts and effectiveness of a program against achievements of goals and objectives, in order to assess value and use lessons learned. Depending on the resources, the organization will conduct both internal and external evaluation.

Data collection

RTG will routinely collect data from the field and reports centrally in a monthly manner – using a reporting template. Random field oversight and monitoring visits will also give opportunities for the visiting team to collect additional data that supplement the reporting from staff in the field. Data collection can also be conducted for the purpose of baseline surveys or mid-term or final evaluation of a specific project – based on resource availability and the partners' interest. Success stories will be collected in each project as they are available in a quarterly basis.

Reporting

Monthly updates collected from each project activities will be merged quarterly to prepare a quarterly report with a narration at organizational level. Project reports for donors and partners or stakeholder consumption will be prepared separately and be submitted timely in an agreed timeframe. The organizational level aggregated report will also be submitted to the board.

ORGANIZATIONAL LEADERSHIP, SETUP AND MANAGEMENT

Governance and Leadership

As depicted in the bylaws recognized by the registering authority, Federal Charities and Societies Agency (ChSA), the general assembly will be the highest authority for RTG. From a functional point of view, the Board of Directors will closely follow up on and oversee the operation and programming through quarterly regular and extraordinary meetings when

necessary. In addition to the regular duties, the Board of Directors are expected to contribute leadership and professional contributions in key strategic and pertinent issues for the organization, such as resource mobilization, networking and partnership building. The Executive Director, apart from the services within the board as a secretary, provides overall guidance and leadership to program, finance, admin and other functions.

Organizational Setup and Human Resources

No significant change is foreseen in terms of the office setup and organizational structure. RTG's Head Quarter in Addis Ababa hosts the Executive Director, Finance and Administration Head, M&E, Program Manager and other Project Officers. A revision has been made on the organogram to include some relevant posts, which can be filled whenever there are resources, and until then, which should be assigned to other staff members who have the potential to play the role simultaneously with their regular job. Project or field offices are expected to directly report to the Executive Director - and Program and finance heads as appropriate.

Financial Resources Mobilization and Management

RTG's most recent yearly overall total budget was reported to be in the region of 10 million ETB. The first year's estimation during this five-year strategic plan period is roughly estimated to be around 12.7 million ETB. In order to continue to be an influence in for community development in the country and achieve its strategic goal in the next five years, an estimated of 87.7 million ETB is expected from different sources.

While the organization will look for different arrangements and strategies for resource mobilization, majority of the financial resource are expected from international aid through international donors, bilateral agencies, government offices, international NGOs, networks and other similar national organizations. Other means of income will be income generating activities, individual donation and other sources in country.

Financial Utilization and Management

Central to striving enhance the organization's financial **capacity** is to ensure accountability, transparency and effective utilization of acquired resources. RTG will further strengthen systems with in financial management, procurement and reporting. Particular emphasis

will be given to the ChSA requirement – as in the 70/30 directive which stipulates a maximum of 30% share of the total budget for administrative and the 70% for direct program costs. To this effect, RTG will try to lower the cost of administration to stay within the range, including administrative costs of sub-granted organizations –when such arrangements exist.

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Redeem The Generation Organogram

