CONSORTIUM OF SELF-HELP GROUP APPROACH PROMOTERS (COSAP)

STRATEGIC PLAN

2022-2026

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Foreword

The Consortium of Self-help group Approach Promoters (CoSAP) is highly indebted to all stakeholders that have shared their genuine views, experiences, ideas and knowledge in the development of this five year strategic plan.

Very special thanks to our funding partners for covering the costs of developing the strategic plan, for the technical inputs provided and genuine advices extended to us in the development process.

Finally, we are grateful for CoSAP Board of Directors, staff members, friends of CoSAP, and the SMP team who have worked tirelessly in the development of the five years strategic plan. Last but not least, we express our heartfelt thanks and acknowledge Ato Shumet Chanie, who facilitated the whole process with excellent professionalism, flexibility, patience and willingness to entertain the views of our wide array of stakeholders.

Yosef Akalu
Executive Director
Consortium of Self-help Approach Promoters (CoSAP)

Acronyms

ACSO	Authority for Civil Society Organizations
BoD	Board of Directors
CG	Children's Group
CLA	Cluster Level Association
CoSAP	Consortium of Self-help group Approach Promoters
CSO	Civil Society Organization
FfD	Financing for Development
FGD	Focus Group Discussion
GA	General Assembly
KII	Key Informant Interview
KNH	Kindernothilfe
MOWSA	Ministry of Women and Social Affairs
NGO	Non-Governmental Organization
PIs	People's Institutions
SH	Stakeholder
SHG	Self Help Group
SHIs	Self Help group Institutions
SPM	Strategic Plan and Management

CONTENTS

1. Introduction

This document presents the third five year plan (SPM-III) of CoSAP which covers the period from 2022 - 2026. Alike to its predecessors, this strategic planning and management (SPM) document is a result of extensive consultations with all stakeholder groups and beyond. In concurring to this fact, a staff member of CoSAP said, "In this SPM planning process staff are given the opportunity to have their say and this should be considered as one organizational strength for CoSAP."

Besides, SPM-III draws substantial inputs from lessons learnt and experiences of past activities of itself, members and other peer institutions. The findings of sector assessments & evaluations, the current state of self-help development in the country, the national and international economic, social and political contexts, etc were instrumental in informing and enriching the plan.

One big recent achievement for the civil society sector in general and the likes of CoSAP in particular is the enacting of the new Organization of Civil Societies Proclamation (proclamation # 1113/2019) which removed all restrictions that hindered the operations of local NGOs especially the ones working on rights-based approach and consortiums. This is further strengthened by ACSO's "Guideline for the operation of Civil Society Consortiums and the Council of Civil Society Organizations," which provided additional details on the mode of operations of consortiums in line with the implementation of the proclamation. Hence, we in CoSAP say "SPM-III comes at the right and opportune time and we have to make the most out of it." As a result, CoSAP put together this ambitious and unique plan.

SPM-III is ambitious because it plans to implement a wide range of interventions under five distinct strategic objective areas that are expected to result in meaningful and tangible results. These major results or outcomes are economic and social transformation and the exercise of democratic rights of self-help communities, the creation of resilient self-help institutions and the anticipated profound change in the organizational capacity of CoSAP and its members'. The plan is also unique not only because new strategic level interventions such as on financial inclusion, digitization and entrepreneurship are included but also the interventions are designed both to create sustainable systems while simultaneously rolling out activities that bring about immediate benefits.

However, we don't lose sight of the daunting challenges ahead of us. Resource scarcity, the dwindling peace and security situation in the country, the dismal national and global economic outlook are but among the critical ones. Nevertheless, we believe that if we, self-help development promoters, are committed and demonstrate strong collaboration, the government plays its supportive role and donors' show flexibility and more trust to local organizations, then we will be on the right standing to achieve our planned results. Everything said, the major success factor for SPM-III comes from the enthusiasm, commitment and hard work of staff, management and BoD of CoSAP. We have every confidence on this tripartite entities and the future is bright. The implementation of SPM-III begins here with.

2. Background

While different self-help development initiatives existed in Ethiopia for relatively long period, what is known as the Self Help Group (SHG) approach was introduced in 2002. With the technical and funding support by Kindernothilfe (KNH), the local NGO and one of the founding members of CoSAP, Jerusalem Children and Community Development Organization (JeCCDO) established the first SHG in April 2002 at the town of Debre Berhan.

Since then the number of local organizations promoting the SHG approach has increased and currently reached thirty three. Similarly, despite a slow start, self-help projects have expanded in many parts of the country. Currently, SHG projects are found in all regions except Gambella, Harari and Tigray simply due to funding shortages. According to CoSASP's 2021 annual report, the total number of SHGs in the country has reached 15,171 and its members' 276,000 women. During the same period, these women were able to make a total capital of Birr 262 million and provided all round support to their more than half a million children. Besides SHGs, the number of Cluster Level Associations (CLAs) and federations has increased to 961 and 30 respectively. The above figures vividly show that self-help development programs/projects are yet at the 'surface of the skin' and there is a lot of potential for donors and local organizations who would like to make a real difference in fighting poverty and prevailing social justice.

CoSAP was established in 2011 as a consortium by 10 SHG promoting organizations. The membership has increased to 33 presently. The consortium has about 15 staff members equally divided between technical and administrative functions. Its annual budget is over Birr 25 million (year 2021). Despite CoSAP's tangible growth in the past years, there is a long way to go before it actually practices its 'leader' position in coordinating, capacitating and promoting the self-help approach in Ethiopia.

3. Planning Process and Methodology

3.1 Planning Process

The preparation of this SPM document involved extensive stakeholder consultations. As initially designed, this underlines the fact that SPM-III planning process followed a truly participatory approach where all stakeholders were provided with the opportunity to share their views, ideas, judgements and expectations. The following steps outline the process in brief.

Step 1: The process kick-started with the inception meeting consisting of CoSAP's SPM planning team (chaired by the Executive Director), a volunteer expert and the independent consultant who was tasked to facilitate the whole preparation of the strategic plan document.

Step 2. Qualitative and quantitative secondary data were collected. Detailed and tailored 7 structured and semi-structured questionnaires for key informant interviews (KII) and 7 tailored FGD guiding questionnaires for Focus Group Discussions (FGD) were prepared and approved by the SMP planning team. Besides, as one of the deliverables the inception report was compiled and submitted to CoSAP.

Step 3. This step denotes the primary data and information collection field work.
Step 4. Compilation of the draft SPM document

Step 5. Validation with CoSAP Board of Directors
This validation workshop was held on July 21, 2022 exclusively targeting BoD members and five BoD members were in attendance.

Step 6. Validation with stakeholders
The stakeholders' validation workshop brought together about fifty participants drawn from BoD, member NGOs, federations, donors, friends of CoSAP and CoSAP Staff and was conducted on July 28, 2022.

Step 7. Final SPM document

3.2 Methodology

3.2.1 Data collection

3.2.1.1Secondary data: –

Qualitative and quantitative secondary data and information were collected from desk review of relevant documents of CoSAP such as, Statues, past SPM document, annual reports (2017-2021), training manuals, safeguarding/child protection policy, members' Code of Conduct, project evaluation and research reports, proclamation of Civil Society Organizations 1113/2019 etc.

3.2.1.2 Primary data:

Primary information and data were collected using various data collection instruments including self-administered questionnaires, key informant interviews, focus group discussions, field visits and live-action activities. All data collection was based on the approved questionnaires indicated above. CoSAP selected all the data collection points and field work sites in Addis Ababa, Adama and Fiche.

In general, the primary information collection aimed at getting CoSAP stakeholders' views on its past performance (areas of strength and limitations, understood level of impact, level of satisfaction/dissatisfaction, etc) and suggestions and expectations from CoSAP for the upcoming five year planning period (focus areas of interventions, geographic coverage, beneficiary group type, size of beneficiary, implementation strategies, etc.)

Overall, 24 KIIs with executives of organizations and 7 FGD sessions involving relevant individuals were conducted. More specifically, KIIs were held with six BoD members, four member organizations, four government organizations (comprising of two federal level institutions and two bureaus of two regions), four donors, a partner, two peer consortiums and with the Executive Director of CoSAP. All the interviewed organizations were purposefully selected on the ground of their mandates, closeness of working relationship and availability during the data collection timetable.

Similarly, 7 FGDs with the active participation of 78 individuals were successfully concluded in workshop formats. The Addis Ababa held 3 FGDs involved one each for CoSAP staff, Federation representatives (representing 11 federations) and field level staff of CoSAP member organizations (14 organizations). Fiche town hosted 3 FGDs exclusively targeted for PIs. These were one each with SHGs (5 SHGs participated), Children Group (7 participants from 2 CGs) and CLAs (constituting of representatives from 4 CLAs). The last but not least and very unique experience was the FGD with 'Friends of CoSAP' (a group consisting of former staffs, consultants, other professionals with past working relationship with CoSAP) held at Bishoftu. The FGDs with CoSAP staff, Executive Director and 'Friends of CoSAP' were very extensive and each took about a day and half. The list of participants of KIIs and FGDs is presented on Annex 6.

3.2.2 Analytical Tools

As regards methodological framework, situational analysis and stakeholder analysis as the most common strategic planning tools were employed. Situational analysis was made using the SLOT (Strengths, Limitations, Opportunities and Threats) analysis framework. On the other hand, the influence and importance matrix is used for the stakeholder analysis. On the SLOT analysis, the selected tools are the PESTEL framework (Political, Economic, Social, Technological, Environmental and Legal) for external environment analysis and the 7S model (Strategy, Structures, Systems, Shared values, Skills, Staff and Style) for internal environment analysis.

4. Situational Analysis

Any organization is a reflection of its environment and so does CoSAP. Along with its tradition during the past two SPMs, CoSAP strongly believes that a critical analysis of its internal and external environments will enable the planning of SPM-III to make informed decisions so that the planning document becomes the best it can be. Accordingly, adequate consultations were made with its stakeholders. The major findings are summarized below.

4.1 Internal Environment

The internal analysis attempted to identify the strengths and limitations of the consortium from the vantage point of its internal organizational working systems, strategies, structures and shared values on the one hand and its staff size, skill level & diversification and management style on the other.

4.1.1 Strengths

Many stakeholders believe that CoSAP has most of the operational systems in place and is donor compliant. The organization is transparent in budget management and has demonstrated an efficient budget utilization trend. As a unique strategy, the SHG approach is its niche brand to attract donors. CoSAP is well prepared to provide technical assistance in the areas of SHG promotion. Due to its great relationship and communication, CoSAP is favorably recognized by members, donors and other partners. The BoD is supportive and responsive.

Management is capable, committed and demonstrated delivery as one BoD described it in short as 'Doing more with less.' The leadership style empowers staff, encourages professionalism and is flexible. CoSAP has small staff number but with the required skill level for current mandate and they are highly committed and have strong shared values.

4.1.2 Limitations

CoSAP lacks systems for context analysis and respond in time to emergency situations. There is no strong M & E system and follow-up of SHGs after project closeout, limited learning and sharing platforms. It has limited advocacy capacity and was unable to attract more NGOs into membership. Its dependence on few donors has at times compromised its organizational freedom. CoSAP's resource mobilization is far from the desired level and no internal income generating initiative. It is faced with the difficulty of finding enough number of strategic partners. While it has capacity limitations to effectively deliver on its mandate, its use of volunteer experts is limited.

Its organizational structure needs redesigning for envisaged mandate. Its staff salary scale and benefits package is not comparable to peer organizations; hence relatively high staff turnover for a better salary. It lacks presence outside of Addis Ababa. CoSAP provides little attention to staff capacity building efforts and the lack of expertise on resource mobilization could be a show case.

4.2 External Environment

As indicated earlier, CoSAP's external environment is scanned using the PESTEL framework and the summary of the findings is presented as follows.

4.2.1 Opportunities

There is a conducive CSO legal framework which allows engagement in different sectors and local government (grassroots level) support to CoSAP is encouraging. Women Self Help institutions could add voice for advocacy at grassroots level and linkages could be used to initiate joint projects. The Ethiopian government Ten Years plan focuses on women and children. The demand for SHG promotion is huge and there is very supportive prime donor in both technical and financial terms. Besides, there are indications that some donors are showing interest in the promotion of the SHG approach.

The spread of financial service providers (such as MFIs in rural areas, digital financial system, etc) could bring opportunity for improving access to finance for women in SHGs. CoSAP could capitalize on the expansion of digital technology and increasing number of financial service providers in the country to create access to finance for the target women. CoSAP has the opportunity to partner with other networks so as paving the way for joint advocacy, starting new partnership, collaborations and sharing technical and financial resources.

4.2.2 Threats

Political uncertainty and security problems have affected the SHG institutions. Federal government's reluctance to recognize the approach and the SHG institutions continue. With the humanitarian crisis keeping increasing, there is a risk that rights based interventions will be considered less of a priority. There is limited capacity among member NGOs to strengthen and coordinate the promotion of the approach. The displacement of settlements due to urban upgrading projects may continue bringing the collapse of many SHGs.

The slow expansion of SHGs in the country could put its negative image on future expansion of the approach. Besides, donor rigidity, vested interest as well as project based thinking are making it difficult to approach some issues with unified force (e.g. on legalization of SHGs).

The country's (including world) economic slowdown coupled with high inflation is seriously affecting the savings of SHG members and eroding hardly achieved gains. This is also creating high competition for funding among local NGOs. Different donor approaches for SHG promotion are affecting implementations and sustainability. The level of women literacy may slow the introduction of digital systems for improving SHG activities. Finally, the biggest threat for SHGs is the delay in their legalization process.

5. Stakeholder Analysis

5.1 Stakeholder Perceptions

CoSAP's major stakeholders are its member organizations (including the Board of Directors), women SHG institutions, children groups, donors', government (federal and local levels) and partners'. Hence, extensive consultations and discussions were held with a good number of representatives of all of these groups. While the consultations touched up on vast areas of issues, the major ones that are relevant for this SPM document are briefly summarized below.

On the issue of the extent of CoSAP providing participation opportunities, all BoD and member NGOs responded that CoSAP always provided them with adequate opportunity to participate on all issues of relevance. Regarding their overall level of satisfaction of CoSAP's performance, while 50% of BoD and 25% of donors are highly satisfied, 50% of BoD, 100% of members and 50% of donors rated it as moderately satisfied. One of the regional government organization which ascertained its knowledge of CoSAP's work expressed its high level of satisfaction with its activities. On the other hand, one donor agency indicated that it is not satisfied with the past performance of CoSAP. The only area of mandate where there is unanimous agreement among stakeholders that CoSAP didn't do well is on resource mobilization.

Specific to their general assessment on the success of implementation of SPM-II, with due consideration of unexpected situations at international (such as COVID-19) and national (political and security issues) levels, 60% of BoD rated it as excellent while the rest believe that it was a moderate achievement. BoD were also asked if they believe that they have provided all needed support to CoSAP and 40% said partly and 10% responded 'yes.'

Besides, 75% of members acknowledged that the consortium provided need-based technical support and all of them are satisfied with the support provided. On this same issue of extent of satisfaction of CoSAP's support, 100% of the sample 11 federations expressed their high level of satisfaction. CoSAP got a 100% rating for excellent and effective communication by BoD, members and federations. Regarding its engagement with BoD, all BoD acknowledged that CoSAP always complies to and provides fast response to all BoD directions and decisions.

5.2 Stakeholder Expectations

Regarding stakeholder expectations for the coming five years, all stakeholders came up with a long list of expectations. The main five expectations of each stakeholder are summarized below.

Self-help Institutions (Federations, CLAs, SHGs):

- Finalize the legalization of SHG approach,

- Support in mobilization of budget to cover for administrative operation costs and trainings conducted by CLAs/federations,
- Support for the establishment of more federations in the country,
- Ensure the participation of local government officials in trainings organized for federations so as to create common understanding and solicit support.

Children's Group:

- Availability of different instruments and materials for each group to help grow the talents of children (musical instruments, drawing materials, sports equipment and balls, costumes for art, etc),
- Help for use of available public space for the weekly children activities,
- Training on how to mobilize resources to provide for educational materials (exercise books, pens, pencils, books, uniform, etc) for students whose family cannot provide with,
- Direction to those children above sixteen who were in the CGs.

Member Organizations:

- Strengthen resource mobilization efforts and start an IGA with a focus on local RM,
- Strengthen national level advocacy work,
- Mainstream rights-based approach with SHG and engage in emerging sectors such as women in peace building, human rights monitoring, democratic system education,
- Harmonization of the SHG approach among member NGOs,
- Finalize legalization of SHG institutions.

Field Staffs of member organizations:

- Scale-up capacity building on various topics,
- Regulate project lifespan to comply with SHG manual,
- Strengthen advocacy and push for legalization of SHGs,
- Create similar understanding of SHG principles among member NGOs,
- Develop and share an exit model/strategy for SHG projects,
- Create linkages with financial institutions,
- Put in place a mechanism of promoting best practices obtained from members organizations.

Government:

- Conduct aggressive promotion works on SHGs,
- Expand the number and geographic presence of SHGs to underserved areas,
- Strengthen advocacy work so as to push different levels of government give attention to SHGs and hence SHGs needs are met (e.g. working space, land, etc)
- Support member NGOs to operate respecting CSO sector and other government policies,

- Define social issues and children issue areas that are linked to the SHG activities.

Donors:

- Strengthen SHG institutions and their networks especially at federation level,
- Establish policy taskforce/group with in CoSAP and finalize legalization issues,
- Find possible ways to work directly with SHG federations on rights based approach for women and children,
- Initiate financial inclusion schemes to SHGs,
- Practice action learning (learning and documentation) to facilitate continuous improvement,
- Promote use of technology for financial management and record keeping so as to decrease wastage of time, resources and reduce inconvenience.

Board Members:

- Strengthen CoSAP itself,
- Boost capacity building of members and federations,
- Work aggressively to diversify resource mobilization/donor base,
- Strengthen advocacy and policy influence and finalize legalization,
- Harmonization of the SHG model among member NGOs,
- Strengthen relationship with government and other networks to promote national and regional level agenda.

CoSAP Staff:

- Motivate staff through improving salary and benefit packages (such as reasonable salary scale, expand insurance coverage, arrange commercial credit facilities, cost-sharing on advanced studies, provide allowances for position holders and transportation facility, etc.)
- Provide regular skill upgrading trainings,
- Establish Center of Excellence for training and TA on self-help approach,
- Establish regional hubs and expand SHG learning in all regions,
- Expand strategic partnerships with international and other organizations to diversify funding base.

Peer consortiums:

- CoSAP has huge potential for networking among consortiums,
- Link SHGs of women and youth to thematic areas such as climate, livelihood, etc.
- Start co-application with other Consortiums (members or others) as lead applicant,
- Joint lobby and advocacy campaigns.

6. Organizational Statements

Our organizational statements define 'Who We Are' through the lenses of our vision, mission and value stated below.

6.1 Our Vision

To see Self-help communities support each other for economic betterment and stand for social justice in Ethiopia

6.2 Our Mission

Coordinate and catalyze sustainable Self-help group development through capacity enhancement, advocacy, research and partnerships.

6.3 Our Core Values

CoSAP is determined to up hold and be guided by the following core values in our internal and external day to day operations:

Responsiveness   *Integrity*

Inclusiveness   *Learning*

7. Alignment to International, Regional and National Development Goals

One of the measures of the relevance and contribution of CoSAP to the development sector is the alignment of its work with the development goals set at global, regional and national levels. While the global development objectives are coordinated by the United Nations system through 'The 2030 Agenda for Sustainable Development' defined by the 'Sustainable Development Goals (SDGs),' the African Union is the lead in coordinating the regional development initiatives under the umbrella of 'Agenda 2063.' Similarly, the 'Ten Year Development Plan' of the government of Ethiopia represents the development framework of the country at national level. Below is a brief description depicting the alignment between CoSAP's strategic and development objectives as set out in this and earlier strategic plans with the development goals of each of the three level institutions indicated above.

7.1 Alignment with 'The 2030 Agenda for Sustainable Development'

The 2030 Agenda (SDGs) is planned to roll out from 2016-2030 as the second worldwide development frame work after its precursor the Millennium Development Goals (MDGs) which run from 2000 to 2015. While the MDGs had 8 development goals, the SDGs has 17 goals. It's not a coincidence that CoSAP's work has clear alignment both with the MDGs and SDGs. Out of the 8 goals of the MDGs, CoSAP worked directly on four of them, namely,

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eliminate extreme poverty and hunger (G1); empower women and promote gender equality (G3); promote environmental sustainability (G7); and develop a universal partnership for development (G8).

With respect to the SDGs, CoSAPs' work is directly contributing to the attainment of the 9 global goals for; No Poverty (G1), Zero Hunger (G2), Gender Equality (G5), Decent Work and Economic Growth (G8), Reduced Inequality (G10), Sustainable Cities and Communities (G11), Life on Land (G15), Peace and Justice Strong Institutions (G16) and developing Partnerships (G17).

7.2 Alignment with the Agenda 2063 – Africa Union (AU)

The Heads of States and Governments of the African Union assembled in January 2015 at Addis Ababa and adopted the Agenda 2063 as a collective vision and roadmap for the next fifty years.

According to the AU, Agenda 2063 aspires "An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children." Before diving to the details of the goals of the Agenda 2063, this broader aspiration is very much in line with the self-help group approach that CoSAP is determined promoting in Ethiopia. Besides, CoSAPs' mission of creating an enabling environment for women, Children and Youth to reach and achieve their potential is also at the center of Agenda 2063.

Agenda 2063 has set 7 aspirations (the equivalent of SDG goals) where two of them are believed to have direct alignment with CoSAPs' work. These are, a) A prosperous Africa based on inclusive growth and sustainable development (Aspiration 1) and b) An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children (Aspiration 6).

7.3 Alignment with the Ten Year Plan of Ethiopia

The Ethiopian government has embarked on its Ten Years Perspective Development Plan, which covers the period 2021 – 2030. This plan constitutes six strategic pillars, namely, Ensure quality economic growth (P1), Improve productivity and competitiveness (P2), Undertake institutional transformation (P3), Ensure private sector's leadership in the economy (P4), Ensure equitable participation of women and children (P5), and Build climate resilient green economy (P6).

Among these pillars it is evident that CoSAP's work has direct alignment with Pillars 1 and 5. However, since it looks certain that there are cross connections across the pillars it means that CoSAP's planned work will have more alliance than the areas of work covered by the two pillars.

8. Organizational Strategies and Strategic Objectives

8.1 Organizational Strategies

During this SPM period, CoSAP's overall operations and engagements will be guided by the following five strategies.

8.1.1 Women, Children and the Youth are the target groups

Since the start of self-help group approach in Ethiopia, all projects and programs were focused on women. Similarly, for the past twelve years, CoSAP and its members were largely implementing women self-help group projects. Although some projects have included activities that target children within the SHG approach (the Children's Groups - CGs.) Nevertheless, this by no means should not be confused as considering the mainstreaming of children issues.

With a thorough understanding, on the one hand, of the national context, the available huge demand and the priorities in the international development sector and assessing its capacity and past solid experience, on the other, CoSAP plans to keep going with the women SHGs while also mainstreaming children and youth affairs. At the core of the objectives of promoting the children groups within the SHG approach are the cultivation of responsible, disciplined, societal, self-confident, self-esteemed and hard-working citizens. Accordingly, the mainstreaming of the children group will be linked to both the women SHGs and youth group and this will be based on the particular nature of children targeted interventions. Some interventions are best done with the women in SHGs as is the case today while others may go well with the youth. The youth group is a new initiative and targets to primarily bring about the empowerment and economic betterment of the youth through self-employment activities. As a new initiative and given current situations, CoSAP plans to design interventions targeting the youth at best around the middle of the planning period and if not around the final years.

In a nut shell, at the heart of this strategy is the creation of a mindset that results in a strong bondage and linkages among the three groups and ensuring that their collective action will bring about the economic and social betterment of the community at large.

8.1.2 Enhanced capacity and right enabling environment are key for transformation of communities through implementing a rights based approach

CoSAP believes that its members' and itself have done their level best towards providing the needed support to SHG institutions. Consequently, despite the fact that the overall achievements of the institutions has not reached the desired level, there are many tangible outcomes brought by the self-help groups. The changes observed in the economic betterment of women, the uplifting in their social status, their fight on social injustice, their empowerment, increased assertiveness and community leadership responsibilities, their youth employment opportunities (albeit small), their endeavors in promoting children

rights and their sense of responsible citizenship through getting involved in environmental and natural resource management activities are just few to mention.

During SPM-III, under the overall framework of a rights based approach, CoSAP plans to deepen the two–winged implementation strategies that are thought to bring about the sustenance of outcomes and increase resilience of communities. The first implementation strategy focuses on strengthening the overall capacities of both the promoting NGOs and the SHG institutions. Working closely with government and other stakeholders and achieving success in creating a conducive enabling environment for the operation of SHGs constitutes the second implementation strategy.

8.1.3 Development finance, technology and business skills are the critical enablers

The rationale of the self-help approach and the whole mark of strength of Self Help Group institutions is believing in self-capacity and promoting the culture of savings among SHG members. Hence, during the past twenty years the SHG women have shown their determination to self-driven growth through making timely savings out of their meager income. However, due to the sustained high national inflationary pressure, the amount of loan they could collect from their SHGs is losing value to make a meaningful investment that will bring about the anticipated economic betterment in a reasonable timeframe. Therefore, the findings of consultations with the different levels of SHG institutions indicate that the way out to this challenge is through creating access to development finance via the financial sector. CoSAP will be working hard to bring this recommendation to fruition during SPM-III.

In this context, development finance is a hybrid arrangement between promoting access to finance and commercial loan facilities which is intended to bridge commercial risks with existing traditional credit services. These are, simply put, new and targeted financial products and services availed to SHGs on favorable terms and conditions such as non-collateral based, reasonable interest rate, flexible repayment schedules, etc. This is very much in line with the UN's "Financing for Development" (FfD) framework. The UN held three international conferences on FfD; in Monterrey, Mexico in 2002; in Doha, Qatar in 2008; and in Addis Ababa, Ethiopia in 2015. According to the UN, the outcome document of the "The Addis Ababa Action Agenda," provides a new global framework for financing sustainable development that aligns all financing flows and policies with economic, social and environmental priorities.

In today's world, financial products and services are largely technology driven. Hence, financial inclusion without technology adoption will pose its own challenges. Besides, use of technology is a panacea for poor financial management through decreasing wastage of time, reducing fraudulent practices, removing inconveniences and enabling the digital collection, research and storage of credit information. Accordingly, during the 2022-2026 period, one of the focus areas of CoSAP will be to encourage and support SHGs use of appropriate level of digital technologies.

Entrepreneurship skills are critical for anyone aspiring to engage in business activities. This is more so for women in SHGs. Therefore, the importance of business skills to SHGs can't be overstated and this will count as one of the priority areas for technical support during SPM-III.

8.1.4 Gradually expand operation in all regions of the country

Currently, the SHG approach is implemented in all regions of the country except Gambella, Harari and Tigray regions. Even in those regions where the implementation is underway the proportion of women covered under the program is significantly low. As at 2022, the total number of women reach-out under SHGs is a little more than a quarter of a million out of an estimated total population of 110 million. This figure tells the dire need to do more and do it fast. Hence, CoSAP will work with its members and partners as well as the SHG institutions particularly with federations to expand coverage both in geography and population outreach.

8.1.5 Government recognition of SHGs and support are critical

Government recognition of the development endeavors and contributions of SHG institutions is extremely critical to ensure their legalization. This paves the way for smoothing out their access to various services which are paramount importance to the strength and overall success of the institutions. No need to mention the indispensable role of the government to create the right enabling environment for promotion of the approach. Besides, the local level government support to the institutions such as provision of production and selling spaces, allocation of land for agri-businesses, finding markets for products/services, etc. also are reported to have huge impact for SHGs sustainable success. In recognition of this fact, CoSAP shall boost its work to engage and create strong relationships with all levels of government from woreda all the way to the level of federal government bodies.

8.2 Goals

Two overarching Goals:

Goal 1:   To improve the economic and social wellbeing and the exercising of the democratic rights of poor women (and their community of youth and children) who choose the path and have the determination for self-help development, and,

Goal 2:   To oversee the promotion of self-help group approach throughout Ethiopia.

8.3 Strategic Objectives

To contribute to the attainment of the above goals and with due consideration to its surrounding internal and external environments, CoSAP identified five strategic areas as the focus of its operation for the coming five years. These strategic objectives are in alignment with its mandate and allowable within the law of the country.

Building on our learnings from the past two SPMs and the vast consultations we conducted with a wide group of stakeholders representing different levels of SHG institutions (federations, CLAs and SHGs), member organizations (including BoD), federal and local government organizations, donors, partners, peer consortiums and last but not least with all our staff (including former staff and consultants), SPM-III will provide the guidance for the attainment of the five strategic objectives. The implementation plan will be detailed, in a SMART format and useable.

Strategic Objective 1: Promote Self-help group approach

Self-help group approach is the choice and aspiration of every individual, group, institution and country. The practice is different and very challenging but still doable. What it takes to be successful in self-help initiatives is to put in place the right ingredients of policy, strategy, capacity, enablers and support services and products. There is no question on the commitment and motivation of the poor people who await eagerly to come out of poverty through self-help group development model.

Almost all stakeholders consulted during the preparation of this SPM recommended for an aggressive promotion of the self-help groups approach through various mechanisms. The following select interventions are geared towards the promotion of SHG institutions for the coming years.

Sub Objective 1.1: Improve the effectiveness and sustainability of self-help institutions

In 2016, a study commissioned by CoSAP on "The contributions of self-help groups for livelihood improvement of women living under extreme poverty" concluded that SHGs have brought positive changes and improvements to the lives of members and their families. On the other hand, recent information coming from member NGO field staffs and SHGs themselves indicate that due to the national and global economic slowdown, most importantly due to the emergence of COVID 19 and the security problems in many parts of the country, many SHG institutions and their members are faced with challenges of sustainability. Therefore, it will be a priority for CoSAP to start the new SPM period with finding the extent of current situation of SHGs in the country. This shall be followed by designing and implementing ways and means of strengthening and deepening the sustainability of the institutions. Consequently, this shall involve the commissioning of a comprehensive impact evaluation and situational analysis study. Based on the findings of the study, CoSAP shall lead the implementation of the required and agreed improvement areas at policy, strategy and operational levels so that existing SHGs are reinvigorated and new ones will be established on solid footings.

Sub Objective 1.2: Launch multidimensional communication platforms

CoSAP is currently doing an impressive communication work with all available resources, ways and means. Its publications, weekly radio programs, use of national TV during events and other social media platforms, etc are few of the show cases. However, there are many stories to be told of the successes of the women in the SHG institutions, news, research findings, case studies, member's activities, etc. Hence, there is a strong need to systematize and mainstream the communication work – especially by bringing the women themselves in the forefront. This endeavor will include revisiting/developing communication strategy, possible rebranding (name, logo, theme, etc), increased use of digital media (social media, website, podcast, etc), presence in audio visual media (TV, Radio), etc. so as to build on the visibility and public appearance of the women in SHG institutions.

Sub Objective 1.3: Support expansion of self-help institutions and promoters

For a large country like Ethiopia, the objective of expanding self-help development initiatives can't be successful without the increase in the number of local NGOs implementing self-help projects and programs. As there exists a positive correlation between the number of NGOs in the sector and the expansion of the SHGs, the more is the better. Simultaneously, CoSAP shall work towards attracting new or existing self-help implementing NGOs to join its membership base. Besides, CoSAP will be providing its technical support to the newly joining organizations, their SHG institutions and other likeminded organizations (including existing federations) as part of its endeavors for expansion of self-help group approach to reach critical mass in the country.

Sub Objective 1.4: Conduct promotional events

With due understanding that promotional undertakings are expensive, time consuming and need more manpower, CoSAP has been successfully doing regular promotional events such as the annual SHGs Day, the International Women's' Day, 16 days of activism, federations forum, etc. It takes some creativity to find out some more events for effective promotion and communication on self-help groups approach.

Sub Objective 1.5: Model sectoral initiatives with self-help institutions

Unlike its predecessor, the new CSO law, Proclamation for Organization of Civil Societies (Proclamation no. 1113/2019) as stipulated on article #56 and article #7 of its guideline "Guideline for the operation of Civil Society Consortiums and the Council of Civil Society Organizations," provide more space for the engagement and contribution of consortiums in the development sector. Besides, the majority of consulted stakeholders suggested that CoSAP should consider implementing activities that have value addition and that don't duplicate the work of its members. Accordingly, to effectively utilize its advocacy capacity and in partnership with the federations, CoSAP will pilot few initiatives in selected areas. The target thematic areas are; promoting peace and conflict resolution, climate change and smart technology promotion and building the livelihood of women migrant returnees through advocacy, experience sharing and partnerships with local actors. The piloting is planned to start around the middle of this SPM period.

Strategic Objective 2: Capacity Enhancement of members, SHG institutions and CoSAP

Since its establishment, CoSAP is not only mandated but also expected to engage in activities that enhance the capacity of member organizations, SHG institutions and itself. Accordingly, this planning period will witness the rolling out of various tailored capacity building initiatives targeting member NGOs. Besides, capacitating SHG institutions especially the CLAs and federations as a standalone endeavor is another mandate of CoSAP. Moreover, the organizational capacity of the office of CoSAP should be strengthened in order to be able deliver on the expected roles. Hence, CoSAP will devise ways to build its own capacity, stay updated and remain relevant in such dynamic CSO environment.

Sub Objective 2.1: Capacity enhancement of member organizations

While capacity building is an ongoing and continuous process and builds on past activities, CoSAP plans to start this SPM period afresh by conducting a capacity needs assessment of members. Consequently, this will be followed with the designing and rollout of different capacity enhancement schemes.

Sub Objective 2.2: Capacity enhancement of self-help institutions

Capacitating and empowering the SHG institutions are critical factors for their transformation and sustainability. While the traditional capacity enhancement activities will stay the course, the findings of the study planned at Sub Objective 1.1 will inform the needed shift in terms of designing and launching effective and relevant capacity enhancing initiatives targeting CLAs and federation levels.

Sub Objective 2.3: Capacity enhancement of CoSAP

As an umbrella of 33 member organizations there are lots of things expected of CoSAP from members, SHGs, government, donors, staff, peer consortiums, etc. The consortium has evolved over the years and registered significant increase in budget, staff number, donors and partners for which its Board, management and staff should be appreciated and recognized. Consulted donor organizations have given their verdict that CoSAP is donor compliant. However, still CoSAP's name is much bigger than its actual size.

CoSAP recognizes its capacity limitation areas and the priorities during SPM-III are:
- Strengthen its monitoring and evaluation system through; institutionalizing impact/outcome evaluation framework, creating evidence-based research and training capacity, evolve as Center of Excellence for SHG training and practice, systematize knowledge management and documentation
- Regularize self-organizational capacity assessment

- Improve human resource performance and safety through; diversifying technical skill pull of staff, designing staff skill upgrading training schemes and developing staff motivation schemes such as salary and benefit packages,
- Install enhanced ICT infrastructure and prepare an ICT enhancement policy and plan
- Expand geographic presence with lean staffing and with the objective of quality control, expanding horizontal learning and liaising between federations and local stakeholders.

Strategic Objective 3: Strengthen Advocacy and Partnerships

Sub Objective 3.1: Coordinate advocacy to improve the policy and regulatory environment

As stipulated in its statue, one of the organizational objectives of CoSAP is to work towards the creation of a conducive enabling environment for the promotion of self-help approach. Strong advocacy capacity and advocacy work are the venue to influence policy making and consequently prevail the right enabling environment. During SPM-II, CoSAP's primarily challenge was convincing policy makers to put in place a legal framework that ensures the legalization of SHG institutions. All stakeholders have been vocal about this issue. Accordingly, finalizing this lingering legalization issue will be the number one advocacy task of the consortium when it starts with implementing this new strategic plan. Other advocacy interventions include; developing an advocacy strategy, identifying advocacy issues through annual rapid assessment on emerging advocacy areas and preparing an advocacy plan for each identified advocacy issues.

Sub Objective 3.2: Forge partnerships and networking

CoSAP is tasked by its statue to create partnerships with organizations that have similar objectives. There is consensus among management, staff and BoD that CoSAP needs to strengthen its partnership and networking effort and forge strategic partnerships during the coming years. The entry point to the attainment of this objective is to conduct a systematic partner mapping exercise. This shall be followed by the planning and execution of succeeding activities until the actual partnerships are created and nurtured. In fact, the plan for the coming five years includes stimulating partnerships and networking of member organizations with other local and international organizations at home or abroad. Besides, the SHG institutions will also be provided networking opportunities with interested local and international organizations. This shall be carried out through developing a digital platform called '*Timret Connect'* which is basically a database portal linking local organizations and donors. It is intended to be a market place for members, CoSAP, SHG institutions on the one side and international organizations and donors on the other. It will contain a database of members and the federations and will also serve as a forum for networking among themselves. The platform will be housed at CoSAP and will be managed by the ICT unit.

Strategic Objective 4: Stimulate Financial Inclusion

Sub Objective 4.1: Improve access to financial services

Because of lack of access to financial services caused largely by the problem of legalization of SHG institutions, the majority of SHGs have to solely depend on their saving based loan facilities. As their savings aren't that big so do the credit amount due to each member. Due to this problem, SHG members are unable to expand their business even when they have proven evidence that scaling up would make them more profitable and bring about the realization of their potential. Hence, interventions on researching alternative financial products and services and operationalizing the ones suitable for SHGs will be rolled out starting early in the planning period.

Sub Objective 4.2: Improve business and financial literacy of SHGs

It has been repeatedly mentioned that one of the most challenging issues of SHG members is their low level of education and business literacy. Therefore, extra effort needs to be put to educate them with the basics of business and financial management skills. Activities leading to such skills development will be part of this SPM.

Sub Objective 4.3 Promote digitization

The importance of digitization for the success of any financial inclusion program is described above on section 8.1.3. While it is understood that digitization requires some skills in technology, it is also possible to reach out to SHG members through careful selection of appropriate digital platforms. The globally admired best practice of Kenyan farmers' use of mobile banking services is the case in point. Therefore, during SPM-III, CoSAP will be starting interventions to promote use of digitization among SHGs through developing/selecting appropriate digital platforms, provide training/technical assistance to the SHG institutions and constituent members, and installing digital infrastructure and coordinating and ensuring the availability of basic gadgets.

Strategic Objective 5: Expand Resource Mobilization

It has been indicated in the previous sections that CoSAP's performance wasn't impressive when it comes to resource mobilization. As an umbrella of organizations, CoSAP is expected to mobilize resources both for itself and its member organizations. This is a daunting task when one considers the capacity of CoSAP and the shrinking donor funding opportunities. However, the consortium has to do its level best to design innovative approaches of resource capture and capacitate its resource mobilization unit with an immediate effect.

Sub Objective 5.1: Refresh resource mobilization strategy

CoSAP developed its resource mobilization strategy in 2018. As a subject of sense of urgency, activities to refresh the strategy will commence during the first year of this SPM.

Sub Objective 5.2: Restructure and capacitate CoSAPs resource mobilization arm

This objective shall be achieved through creating an appropriate structure for the resource mobilization unit, enhancing the technical capacity of the unit staffs, conducting resource mapping and aggressively implement resource capture endeavors.

Sub Objective 5.3: Develop annual resource mobilization plan

Once the resource mobilization strategy is functional and the required internal capacities are in place, the next undertaking will be to develop a SMART annual resource mobilization plan. This plan shall be prepared by disaggregating resources in to three categories, namely, financial resource, non-financial resources and volunteers. Many organizations underestimate the contributions of non-financial resources and the power of technical skills that can be obtained from a wide pool of volunteers. CoSAP can't afford not doing these.

9. Narrative of Change

Our narrative for directions of change underlines the fact that we support SHGs towards three interrelated directions of change, namely; Empowerment of Self help communities, Structural transformation of key systems of their surroundings and ultimately contributing to the attainment of economic and social wellbeing of the community. We plan to achieve these through our collective actions summarized by five areas of interventions; SHG Approach promotion, Capacity Enhancement of all key actors, Financial Inclusion of SHGs, creating enabling environment through Advocacy and Partnerships, and strengthening Resource capture. Development finance, Digitization and Business skills all targeting SHGs as beneficiaries are the three enablers that will be catalyzing the change we aspire to achieve. We also recognize that the achievement of the change we are seeking is conditioned by the following five assumptions; (1) The policy environment in general and the CSO proclamation remains same or improved to the better, (2) Peace and security restored in the country, (3) The overall economic situation of the country and particularly the inflation rate is back at least to the 2020 (pre-COVID), (4) SHG promoters obtain adequate resource, and (5) SHG promoters (CoSAP with members and member organizations among themselves) work in tandem and create a system of better collaboration, coordination and communication.

Figure 1: Narrative of Change

3 **Directions of Change:** Supporting towards three directions of change: Empowerment of communities, Structural transformation of SHGs, Economic and social wellbeing of communities

5 **Interventions** through five interventions: SHGA Promotion, Capacity Enhancement, Financial Inclusion, Advocacy and Partnerships, Resource capture

3 **Enablers** enhanced by three enablers: Development finance, Digitization, Business skills

5 **Assumptions** with five assumptions holding: Policy environment remains same or improved, Peace and security restored, Economic situation particularly inflation rate is back to 2020 level, Promoters obtain adequate resource, and CoSAP and its members work in tandem

10. Implementation Plan

The implementation plan will be an integral part of the SPM. Building on our learnings from our past two SPMs, we will strive to make the SPM-III implementation plan as much detailed, in a SMART format and useable as possible. Accordingly, six implementation plans or action plans will be prepared during the life of this SPM period. These are an indicative implementation plan covering the whole five years and five separate annual action plans for each of the five years. The yearly action plans will be prepared at the beginning of each implementation year and will be more detailed to fulfil the qualities indicated above. More specifically, the annual implementation plans will be made to provide answers for the critical questions:

> What are the activities we will be doing?
> Why are we doing those? Results?
> Who are the target beneficiaries?
> When are we going to do each activity?
> Who is going to be responsible?

The annual action plan for Year I will be prepared once this SPM document is approved.

11. Monitoring, Evaluation, Reporting and Learning

Monitoring and Evaluation (M&E) are very important tools to track progress on the extent of implementation of planned activities and the achievement of set outputs, outcomes and objectives. The findings of M&E activities may call for actions ranging from simple adjustments to redefining or redesigning part or all of the SPM document.

CoSAP admitted that its M&E work hasn't reached the desired level and is committed to make the required investments as urgently as possible. This is why a standalone capacity enhancement plan to strengthen its overall M&E system is made part of SPM-III (sub-objective 2.3).

11.1 Monitoring

As part of its SPM monitoring work, CoSAP shall follow the below regular review schedules.
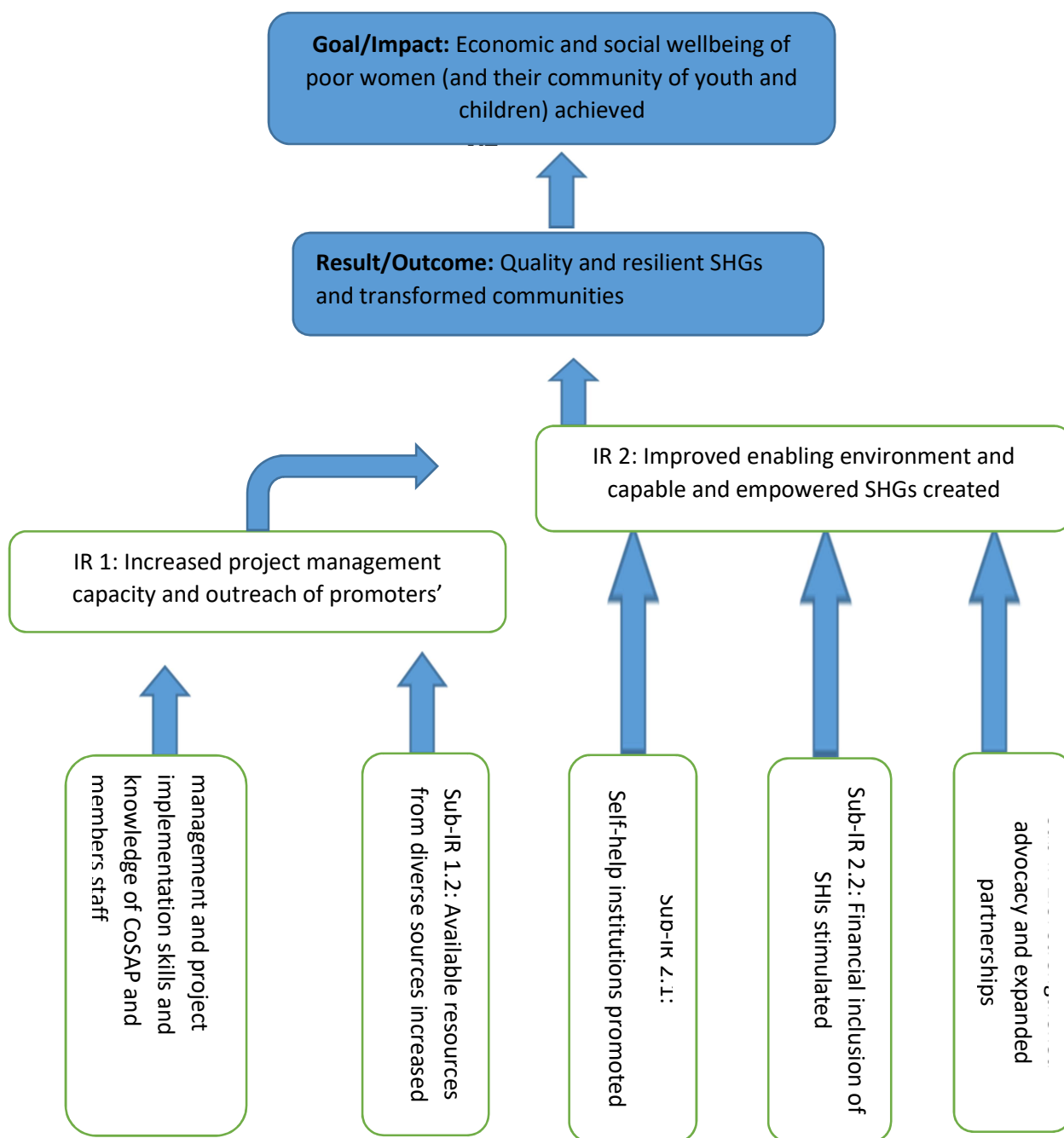
No	Type of Review	Depth of Review	Participants	Length of Review Time
1	Quarterly	Higher level than the monthly. This meeting will deliberate on more detailed results data. Focus discussion on areas in which activities are falling behind, identifying root causes, and how the organization can better support those responsible to get the job done.	BOD, Executive Director and management team with the reporting of the Executive Director and attendance of Department heads	The review estimated to take ½ +/- day and to be conducted at the first week of the succeeding quarter.
2	Annual	Highest level review. Typically done during annual meeting or annual retreat. Discuss and make revisions at the strategic objective level (changing activities and actions as appropriate). Ensure that strategic objectives align with the vision, mission, Communicate changes widely	GA, BOD, All key employees and stakeholders with the reporting of the Executive Director.	This may typically take up to 2-3 days and is best done around the end of the first month of the succeeding year.

11.2 Evaluations

As far as evaluations are concerned, CoSAP shall undertake a mid-term evaluation from around December 2024 to January 2025 with the facilitation of an independent consultant or a volunteer from other partner organizations. Obviously, the time table for the final evaluation will be around the end of 2026 or beginning of 2027.

11.3 Results Framework and Logical Framework

Figure 2: Results Framework

Goal/Impact: Economic and social wellbeing of poor women (and their community of youth and children) achieved

Result/Outcome: Quality and resilient SHGs and transformed communities

IR 2: Improved enabling environment and capable and empowered SHGs created

IR 1: Increased project management capacity and outreach of promoters'

management and project implementation skills and knowledge of CoSAP and members staff

Sub-IR 1.2: Available resources from diverse sources increased

Self-help institutions promoted

Sub-IR 2.1:

Sub-IR 2.2: Financial inclusion of SHIs stimulated

advocacy and expanded partnerships

CoSAP's two overarching goals are; to oversee the promotion of self-help development throughout Ethiopia, and as a result to contribute to the improvement of the economic and social wellbeing of poor women (and their community of youth and children) who choose the path and have the determination for self-help development.

In order to attain these goals, CoSAP has designed activities to achieve the following five sub-intermediate results:
- Enhanced management and project implementation skills and knowledge of CoSAP and member NGOs staff
- Available resources from diverse sources increased
- Self-help institutions promoted
- Financial inclusion of SHGs stimulated
- Strengthened advocacy and expanded partnerships

In close alignment with the logical framework (Annex 2), the results framework above demonstrates CoSAP's development hypothesis on how activities will contribute to intermediate results across the two primary areas, which together will lead to the achievement of the goal and overall impact. The logic model for the results framework followed an 'if-then' logic within the results hierarchy.

11.4. Reporting

CoSAP shall follow with its traditions of compiling and sharing its monthly, quarterly and bi-annual and annual reports.

11.5 Learning

During its operation for the past 12 years, CoSAP has passed through many learning processes of best practices and success stories. Unfortunately, due to its capacity limitations, there is no systematic documentation, storing and sharing of learning products. It is expected that the planned improvement of its M&E system shall enable the consortium to do better in systematizing learning.

If and when conditions seem right where by CoSAP has increased its staff number and diversified their skill set, there will be a value added for CoSAP to take organizational learning to the next level of what is called Collaborating, Learning and Adapting (CLA). Since some donors such as USAID are keen in promoting CLA (including through conducting annual competitions), the launch of organizational or project level CLA may open opportunities for forging new partnerships and with it the potential for resource capture. According to USAID, there are 16 sub components that would invite a CLA initiation and these are; Pause & Reflect, Adaptive Management, Technical Evidence Base, Theories of Change, Scenario Planning, M&E for Learning, Internal Collaboration, External Collaboration, Openness, Relationships & Networks, Continuous Learning & Improvement, Knowledge Management, Institutional Memory, Decision-Making, Mission Resources and CLA in Implementing Mechanisms. For an organization like CoSAP whose nature of work involves lots of collaborative engagements, many of these components are within its reach and possibly part of its routine and widely practices. Therefore, starting a conscious planning, implementing and tracking of CLA activities under a standalone framework can't be overstated. This may happen around the middle of this SPM period.

12. Organizational Management Review

The purpose of this review is to indicate critical issues of organizational management and capacity in a brief manner so that the issues will be thoroughly discussed and actions taken at the appropriate level.

12.1 Governance

The new proclamation on civil society organizations brought significant positive changes in the regulatory framework. This provides opportunity for local organizations to revisit their mandates and objectives so as to utilize the realization of their potential and consequently achieve their aspirations. CoSAP is no exception. Therefore, as a matter of urgency, CoSAP needs to revise its existing bylaw, get the approval of the Board of Directors and the endorsement of the General Assembly at the earliest possible time frame.

CoSAP member organizations, management, staff and some donors have expressed their confidence on the BoD. Particularly, the management of CoSAP provided its testimonial on the supportive role the BoD is providing to the secretariat office. On the other hand, all BoD members but one said that the BoD didn't provide the expected level of support to CoSAP. BoD members believe that their contribution would have made a difference particularly in the areas of resource mobilization, partnership development and advocacy. These statements indicate very positive relationships among the key stakeholders and clearly show that there is a great sense of ownership of the consortium by all parties.

CoSAP prepared this ambitious SPM partly because of its confidence on its internal stakeholders. More specifically, the role of the BoD is indispensable. Accordingly, the BoD needs to rise up to the challenge and two areas of actions are suggested: (1) In alignment to this SPM, prepare annual BoD activity plans with division of labour among members, and (2) keep the regular BoD meetings to provide the required guidance and directions to the office on a timely manner.

12.2 Organizational Systems and Strategies

Organizational capacity assessments done in 2016 by the USAID Local Capacity Development Project and later in 2021 by the Civil Society Support Program (CSSP2) indicated that CoSAP has put in place most of the operational systems. As a result, CoSAP is recognized as donor compliant by fulfilling stringent and systemic donor requirements. Nevertheless, the organization is still far from completeness and should keep going on the path of continuous improvement. Particular emphasis should be given to the M & E system. As a result, two areas of actions are suggested: (1) to identify, prioritize and develop new systems and strategies for those lacking currently, and (2) to refresh all existing systems and strategies to ensure that they are up to date and useable.

12.3 Organizational Structure

Given its budgetary pressure the current organizational structure of CoSAP is lean and fit for the purpose. However, this strategic plan has broaden the scope, depth and width of its activities. Among the new additions of scope include the inclusion of youth and children focused interventions, streamlining of selected social issues under rights-based approach, the partnership with federations to implement community centered localized agendas, the introduction of appropriate technologies (digitalization) and the promotion of financial inclusion interventions across the self-help groups and communities. Hence, to make SPM-III a success, these major changes have to be met with a matching adjustment to the organizational structure and organizational capacity of CoSAP.

Accordingly, the following actions are suggested:
(1) Develop an organizational structure that enables it to fully deliver on its activities through an efficient and effective manner. This new organizational structure shall relieve the leadership from routine activities and instead focus on strategic issues.
(2) Organizational units such as M&E, ICT/Technology, RM and Finance need to be especially looked in to with the new structure,
(3) The pace for the manning of the structure shall be based on the availability of budget and extent of the work load of each unit,
(4) Qualification based staffing of the organizational units is key for the effectiveness of the new structure,
(5) Staff expect reasonable salary and benefit scales along with the new structure,
(6) Volunteer power shall be seriously considered in fulfilling technical capacity gaps,
(7) Based on periodic assessment for effectiveness, the organizational structure shall be redesigned without waiting the end of the SPM period,

13. Financial Projections

CoSAP anticipates a significant budget increase in the coming five years where the total five year budget is estimated at $ 200 million (Annex 5). As can be seen from the below table the proportion of the program budget over the total budget stands almost consistently around 85 percent throughout the planning period.

As far as the source of income is concerned, while CoSAP will continue to engage existing donors, a significant amount of the planned budget is expected to be generated from new projects.

No	Budget Allocation and Source	2022	2023	2024	2025	2026	Total
A	**Estimated Expenditure**						
1	Program Budget (Strategic Objectives)	31,010	35,250	36,274	34,370		167,064
2	Staff salary and benefits	4,051	4,456	4,902	5,392	5,931	24,732
3	Administrative costs	1,527	1,580	1,638	1,702	1,772	8,219
4	**Total Budget**	36,588	41,286	42,814	41,464	37,863	200,015
5	Percentage of Program cost (%)	**85**	**85**	**85**	**83**	**84**	
B	**Source of Income**						
1	Unrestricted funding from donors	10,000	15,500	18,700	18,900	20,100	83,200
2	Existing projects	8,500	8,870	8,500	8,800	10,400	45,070
3	New Projects	6,900	7,070	9,400	9,810	8,300	41,480
4	Membership Contributions	320	470	570	640	640	2,640
5	IGA				1,000	1,500	2,500
6	Material Resources (Birr Value)	1,900	2,070	2,400	2,810	3,000	12,180
7	Volunteer Resources (Birr Value	2,073	2,843	2,673	2,783	2,573	12,945
	Total	29,693	36,823	42,243	44,743	46,513	200,015