ETHIOPIAN CENTER FOR DISABILITY AND DEVELOPMENT (ECDD)

5-YEAR STRATEGIC PLAN
2019 - 23

“DISABILITY INCLUSION IN ACTION”
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“After several consultations with stakeholders, this Strategic Plan for 2019–2023 reflects the views and decisions of the entire staff, partners and board members of ECDD. It provides the directions and priorities to guide the activities of ECDD to enable other organizations to promote and facilitate the inclusion of persons with disabilities and disability-related issues in mainstream service delivery and development programs in Ethiopia.

As there is a probable increase in the numbers of children, youth and adults with disabilities in the future, due to factors such as birth defects, malnutrition, accidents, environmental hazards, conflict, climate change, and other causes, the Strategic Plan anticipates an increased demand for greater access to services and inclusion of persons with disabilities, enabling full and effective participation in society, and in the socio-economic development of the country as a whole.

As the ECDD program continues to grow, ECDD plans to make a major shift in its working methods, moving from a project-oriented to a program-oriented approach. A programmatic approach will provide a more coherent way to organize our many and expanding activities in the country. It will determine how we better plan and fund our work. For example, how we identify, assess and address needs, how we hire and develop staff, and how we work with our partners will evolve significantly over the next five years. We will implement this transition in a phased manner, by gradual reform of our organizational programming, structure and resources. However, ECDD will continue to be an organization that seeks to bridge the divide between disability-specific organizations and mainstream development organizations in Ethiopia.

ECDD is most grateful to its international partners for constantly supporting its ongoing programs, including Abilis Foundation (Finland), European Union, Irish Aid Ethiopia, Humanity & Inclusion (HI), Light for the World, UNFPA, ILO, CBM, Mercy Corps, Packard Foundation (USA), Threshold Association (Finland), and USAID Ethiopia.

We share the optimism expressed by our stakeholders and partners over the growing commitment and action to ensure disability inclusion in the UN Sustainable Development Goals (SDGs) and the FDRE Growth and Transformation Plan (GTP-2), which will be supported through the implementation of our Strategic Plan. It reinforces our collective efforts to encourage and practice ‘Disability Inclusion in Action’ as a priority to achieve a ‘society for all’, in which persons with disabilities and their families enjoy access to the same services and opportunities as others.”

Melaku Tekle
Executive Director
According to the Ethiopian Central Statistical Agency, the National Housing and Population Census of 2007 revealed a total population then in Ethiopia of 73,897,095, with 805,535 persons with disabilities (1.1%). However, government authorities, researchers, organizations working in the field of disability and organizations of persons with disabilities agree that the figures are very low compared to the incidence of disability in neighboring and other African countries. This is reinforced by the estimate of 17.6% of Ethiopians living with a disability, contained in the World Report on Disability published by the World Bank/WHO (2011).

The Housing and Population Census of 2007 reported a relatively high number of persons with physical and visual disabilities. Generally, the main causes of disabilities in Ethiopia are diseases, accidents and conflicts.

According to the Ministry of Labour and Social Affairs (MoLSA), 95% of persons with disabilities in the country live in poverty. The vast majority (84%) live in rural areas, where basic services are limited and rehabilitative or support services are unavailable. According to Ministry of Education (MoE), only 4% of Ethiopia’s children with disabilities attend primary schools, due to stigma among parents and educators, inaccessibility, rigid teaching practices, poorly trained teachers and the lack of adapted learning resources.

Ethiopia has ratified and adopted most of the relevant international legal instruments on the rights of persons with disabilities, and has adopted and implemented a number of laws, policies and standards pertaining to persons with disabilities, including their right to productive and decent work.

### Types of Disability in Ethiopia

<table>
<thead>
<tr>
<th>Disability Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hearing Impairment</td>
<td>13%</td>
</tr>
<tr>
<td>Hearing and Speaking Disability</td>
<td>6%</td>
</tr>
<tr>
<td>Multiple</td>
<td>3%</td>
</tr>
<tr>
<td>Other Types</td>
<td>3%</td>
</tr>
<tr>
<td>Leprosy</td>
<td>4%</td>
</tr>
<tr>
<td>Hand/Arm Disability</td>
<td>9%</td>
</tr>
<tr>
<td>Leg Problem</td>
<td>23%</td>
</tr>
<tr>
<td>Intellectual Disability</td>
<td>7%</td>
</tr>
<tr>
<td>Total Blindness</td>
<td>12%</td>
</tr>
<tr>
<td>Partial Blindness</td>
<td>20%</td>
</tr>
</tbody>
</table>

Figure 1: Types of disability in Ethiopia (Wa’el International Business and Development Consultant, 2000)
3.1 International

Convention on the Rights of Persons with Disabilities (CRPD)

To address the unacceptable situation of persons with disabilities in the world, the UN General Assembly adopted in 2006 a Convention on the Rights of Persons with Disabilities (CRPD). The purpose of the CRPD is “to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity”. By the end of 2018 the CRPD had been ratified by 177 countries including Ethiopia, as well as by the European Union.

The articles of the Convention most relevant to the work of ECDD are:

Article 5 Equality and non-discrimination - recognizes that all persons are equal before and under the law and are entitled without any discrimination to the equal protection and equal benefit of the law

Article 9 Accessibility – States Parties shall take appropriate measures to ensure to persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas

Article 11 Situations of risk and humanitarian emergencies - States Parties shall take, in accordance with their obligations under international law, including international humanitarian law and international human rights law, all necessary measures to ensure the protection and safety of persons with disabilities in situations of risk, including situations of armed conflict, humanitarian emergencies and the occurrence of natural disasters

Article 19 Living independently and being included in the community - recognizes the equal right of all persons with disabilities to live in the community, with choices equal to others, and shall take effective and appropriate measures to facilitate full enjoyment by persons with disabilities of this right and their full inclusion and participation in the community

Article 24 Education - recognizes the right of persons with disabilities to education. With a view to realizing this right without discrimination and on the basis of equal opportunity, States Parties shall ensure an inclusive education system at all levels and lifelong learning

Article 25 Health - recognizes that persons with disabilities have the right to the enjoyment of the highest attainable standard of health without discrimination on the basis of disability

Article 27 Work and employment - recognizes the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible to persons with disabilities

Article 28 Adequate standard of living and social protection - recognizes the right of persons with disabilities to an adequate standard of living for themselves and their families, including adequate food, clothing and housing, and to the continuous improvement of living conditions

The CRPD is important to ECDD, as it provides the international rights framework for its action to promote and facilitate inclusive development, and also provides modalities for its collaboration with international partners.
Agenda 2030 and the Sustainable Development Goals (SDGs)

During the 2012 UN Conference on Sustainable Development (Rio+20), Member States adopted an Agenda 2030 and agreed on a process to develop a set of Sustainable Development Goals (SDGs) to succeed the Millennium Development Goals (MDGs), which concluded in 2015. The SDGs have a timeframe of 2015 to 2030.

Disability is referenced in various SDGs and specifically in those addressing education, growth and employment, inequality, accessibility of human settlements, as well as data collection and monitoring of the SDGs:

“People who are vulnerable must be empowered. Those whose needs are reflected in the Agenda 2030 include all children, youth, persons with disabilities (of whom more than 80 per cent live in poverty), people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants.” (Paragraph 23)

Goal 4 Education, Target 4.5 “By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations”

Goal 8 Employment, Target 8.5 “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”

Goal 10 Inequality, Target 10.2 “By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status”

The Agenda 2030 and the SDGs are important to ECDD, as the Goals and Targets provide additional guidance on the types of changes, and indicators of achievement, that ECDD should strive to achieve and measure. ECDD projects already directly address many of these Goals and will increasingly align their indicators of achievement with the SDG Target indicators.

3.2 Africa

AU Agenda 2063

The AU Agenda 2063 is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny. The Agenda 2063 describes a vision and eight ideals to serve as pillars for the continent’s development, which will translate into concrete objectives, milestones, goals, targets and actions/measures in a series of 5, 10 and 25-year Action Plans.

African Disability Protocol (ADP)


The Protocol addresses the rights of persons with disabilities from an African perspective. The key articles of the Protocol relevant to ECDD are:

Article 1 Purpose “to promote, protect and ensure the full and equal enjoyment of all human and people’s rights by all persons with disabilities, and to ensure respect for their inherent dignity”

Article 3.b General Obligations - Mainstreaming disability in policies, legislation, development plans, programs and activities and in all other spheres of life

Article 5 Right to Equality - Considers persons with disabilities as equal before the law and has the right to equal protection and benefit of the law

Article 12.2.e Right to Live in the Community - Community-based rehabilitation services are provided in ways that enhance the participation and inclusion of persons with disabilities in the community
Article 13.2.e Accessibility - The modification of all inaccessible infrastructure and the universal design of all new infrastructure

Article 14.3.i Right to Education - Training education professionals, including persons with disabilities, how to educate and interact with children with specific learning needs

Article 15.2.f Right to Health - Ensuring that health-care services are provided using accessible formats and that communication between service providers and persons with disabilities is effective

Article 17.2.c Right to Work - Promoting opportunities for persons with disabilities to initiate self-employment, entrepreneurship and to access financial services

Article 18 Right to Adequate Standard of Living - Persons with disabilities have the right to an adequate standard of living for themselves and their families, including adequate food, access to safe drinking water, housing, sanitation and clothing, to the continuous improvement of living conditions and to social protection

3.3 Ethiopia

At the federal level, the Ministry of Labour and Social Affairs (MoLSA) is the main governmental organ responsible for the provision of social and vocational rehabilitation of persons with disabilities. Operating within MoLSA is the Social Welfare Development Promotion Directorate which coordinates disability issues at the federal level as part of its wider mandate to address employment and social issues. At regional level there are regional Bureaus for Labour and Social Affairs (BoLSAs).

The Government of Ethiopia has adopted and implemented a number of laws, policies and standards pertaining to persons with disabilities, including their right to productive and decent work. The main ones are:

Proclamation No. 676/2010 on the Ratification of the “UN Convention on the Rights of Persons with disabilities” (UNCRPD) by Ethiopia, the first international, legally binding treaty aimed at protecting the human rights of persons with disabilities.

Constitution of the Federal Democratic Republic of Ethiopia, adopted in 1995, Article 41(5) of the Constitution sets out the State’s responsibility for the provision of necessary rehabilitation and support services for persons with disabilities.

Right to Employment of Persons with Disabilities No. 568/2008, aims to protect and promote the rights of persons with disabilities to appropriate training, employment opportunities and salaries, and to prevent workplace discrimination. It also requires employers to provide appropriate working and training conditions; take all reasonable accommodation measures and affirmative actions, particularly when employing women with disabilities; and assign an assistant to enable a person with disability to perform their work or follow training.

Growth and Transformation Plan (GTP II) 2016-2020, establishes disability as a cross cutting sector of development where focus is given to preventing disability and to providing education and training, rehabilitation and equal access and opportunities to persons with disabilities. The GTPII follows the first national development plan (GTPI 2011-2015) and includes chapters and articles referring to persons with disabilities.

National Plan of Action of Persons with Disabilities, NPAPD (2012-2021) aims at making Ethiopia an inclusive society. It addresses the needs of persons with disabilities in Ethiopia for comprehensive rehabilitation services, equal opportunities for education, skills training and work, as well as full participation in the life of their families, communities and the nation. There are 13 priority areas of which the most relevant to ECDD are:

Priority 2, Health and Medical Treatment - Community Based Rehabilitation (CBR), specialized medical rehabilitation services, and technical aids available to persons with disabilities throughout the country
Priority 3, HIV/AIDS and Persons with disabilities - HIV/AIDS education, prevention, care and support information and services available to persons with disabilities throughout the country

Priority 4, Education and Training - Best possible education and vocational skills available to children and youth with disabilities

Priority 5, Employment and Work - Opportunities for work and employment available to all youth and adults with disabilities who want to work

Priority 6, Social Protection - sets out to ensure access by persons with disabilities to social protection and poverty reduction programmes

Priority 7, Living Environments - Accessible living and transport available to persons with disabilities in all communities

Priority 10, Self-Representation through DPOs - recognizes and encourages the right of persons with disabilities to self-representation

Priority 12, Human Resource Development - A public service that is aware and responsive to the rights and needs of persons with disabilities

MoLSA is the primary federal-level government partner organization to ECDD and ECDD is already addressing many of the above highlighted priorities.

The Federal Civil Servant Proclamation No. 515/2007, provides for special preference in the recruitment, promotion, and deployment, among others, of qualified candidates with disabilities. This provision is applicable to government offices only.

Proclamation on Definition of Powers and Duties of the Executive Organs of the Federal Democratic Republic of Ethiopia, No. 1097/2018, provides for conditions of equal opportunities and full participation of persons with disabilities and those living with HIV/AIDS.

Building Proclamation, No. 624/2009, provides for accessibility in the design and construction of any building to ensure suitability for physically impaired persons.

Ministry of Education “Inclusive Education Policy” of 2012 provides for inclusive education of children with disabilities in ordinary schools and the training of special education teachers at Teacher Education Institutions in the country.

Charities and Societies Proclamation, No. 621/2009

The Proclamation created a Charities and Societies Agency (ChSA), charged with regulating the registration and activities of international and Ethiopian charities and societies active in Ethiopia. The Proclamation specifically prohibited international and Ethiopian Resident Charities from engaging in rights advocacy on behalf of women, children, the elderly and persons with disabilities. However, the Ethiopian Parliament has approved a new Civil Society Organization Proclamation, removing provisions that restrict local and international CSOs from engaging in rights based advocacy, and from engaging in fund-raising. The full impact of the new Proclamation on ECDD will only become known once implementing directives have been issued.

3.4 Organizations providing services and supporting inclusive development in Ethiopia

There are a number of major international and local organizations active in Ethiopia providing services directly to children, youth and adults with disabilities. Many have joined the Ethiopian National Disability Action Network (ENDAN), a consortium of organizations seeking ways to increase and better coordinate services to persons with disabilities and their families in the country.

In Ethiopia, persons with disabilities have over the years organized themselves at national level into major, single-disability national associations of persons with disabilities, all with headquarters in Addis Ababa. In 1996 they formed a national umbrella organization now called the Federation of Ethiopian National Associations of Persons with disabilities (FENAPD). The national associations include:

- Ethiopian National Association of the Deaf (ENAD)
- Ethiopian National Association of the Deaf-Blind (ENADB)
- Ethiopian National Development Association of Persons with Physical Disabilities (ENDAPPD)
- Ethiopian National Association on Intellectual Disability (ENAID)
- Ethiopian National Association of Persons Affected by Leprosy (ENAPAL)
- Ethiopian Women with Disabilities National Association (EWDNA)

There are additional national associations of persons with disabilities, currently registered as local resident charities, including the Ethiopian National Association of the Blind (ENAB) and Ethiopian National Association of the Physically Handicapped (ENAPH), which are not members of FENAPD.

Other national networks working on disability issues or providing services to persons with disabilities include:
- Community-based Rehabilitation (CBR) Network
- Network of Organizations of/for the Visually Impaired and Blind (NOVIB)
- Consortium of Christian Relief and Development Associations (CCRDA)
- Consortium of Reproductive Health Associations (CORHA)

3.5 African Disability Forum (ADF)
Africa now has a legally recognized Pan-African umbrella grouping of organizations of persons with disabilities (DPOs) to promote the rights of and to ensure that decisions concerning persons with disabilities are taken with and by persons with disabilities, their families and their organizations at all levels. The ADF is a representative, continental membership platform which brings together continental, sub-regional and national organizations of persons with disabilities. Currently the ADF has member organizations in 34 African countries. FENAPD is the Ethiopian member of ADF.
4.1 Background

In 2005, a group of individuals in Ethiopia came together to discuss how to address the challenge of more effectively meeting the needs of persons with disabilities in Ethiopia, and ensuring their access to mainstream service delivery as well as development programs in the country. They decided to create a new type of Ethiopian organization, one that would promote and facilitate disability inclusion, while not providing individual disability or rehabilitation services. Moreover, they decided to create an organization that would reflect, in its structure and programs, certain key values: majority governance by persons with disabilities and family members, gender equality, and positive bias (affirmative action) in the employment of staff. Finally, they decided to create an organization that would reflect, in its structure and programs, certain key values: majority governance by persons with disabilities and family members, gender equality, and positive bias (affirmative action) in the employment of staff. Finally, they decided to create an organization that would reflect, in its structure and programs, certain key values: majority governance by persons with disabilities and family members, gender equality, and positive bias (affirmative action) in the employment of staff. Finally, they decided to create an organization that would reflect, in its structure and programs, certain key values: majority governance by persons with disabilities and family members, gender equality, and positive bias (affirmative action) in the employment of staff.

Thus the Ethiopian Center for Disability and Development (ECDD) Association was born and registered with the Ministry of Justice in December 2005. Following the Charities and Societies Proclamation of 2009, ECDD was registered by the Charities and Societies Agency on 3 November 2009 and re-registered in December 2012 and again in February 2016 as an Ethiopian Residents Charity, Registration No. 0321.

As of 2018, ECDD Association membership has grown to over 60 members and its staff has increased to 50 full-time employees, one-third of whom are persons with disabilities. ECDD currently operates from 3 offices in six out of eleven regions of Ethiopia.

4.2 VISION-MISSION

**Vision**

“ECDD envisions an inclusive Ethiopia, where persons with disabilities exercise the same rights and have access to the same services and opportunities enjoyed by other citizens”

**Mission**

“ECDD works with other organizations to promote and facilitate the inclusion of persons with disabilities and disability issues in mainstream service delivery and development programs in Ethiopia”

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>SNNPR</td>
<td>7</td>
</tr>
<tr>
<td>Oromiyya</td>
<td>5</td>
</tr>
<tr>
<td>Tigray</td>
<td>5</td>
</tr>
<tr>
<td>Addis Ababa</td>
<td>4</td>
</tr>
<tr>
<td>Amhara</td>
<td>3</td>
</tr>
<tr>
<td>Dire Dawa</td>
<td>3</td>
</tr>
</tbody>
</table>

Figure 2: Current project implementation sites across Ethiopia
Values

ECDD action reflects the following core, cross-cutting organizational and operational principles and values:

1. **Disability Rights**: Fundamental human rights of persons with disabilities, as specified in the UN CRPD

2. **Non-discrimination**: Non-discrimination on the basis of disability, age, gender, religion, ethnicity, or any other basis in its membership, staff, and programs

3. **Equal opportunity**: Affirmative action, for qualified persons with disabilities and women, in recruitment, training, advancement and retention of staff

4. **Inclusion**: Accessible premises, information and communications in all its actions and events

5. **Integrity**: Accountability and transparency in its program activities and finances

6. **Professionalism**: Commitment to staff development and the competence and excellence of its full-time and part-time staff, and interns and volunteers

7. **Stewardship**: Safe-guarding of partner and community resources on behalf of those it serves

8. **Learning**: Commitment to knowledge, learning and change as an organization in collaboration with its partners

9. **Family**: Team spirit and sense of belonging among its personnel

**OUR VISION**

ECDD envisions an inclusive Ethiopia, where persons with disabilities exercise the same rights and have access to the same services and opportunities enjoyed by other citizens

**OUR MISSION**

ECDD works with other organizations to promote and facilitate the inclusion of persons with disabilities and disability issues in mainstream service delivery and development programs in Ethiopia

**OUR VALUES**

Disability Rights
Non-discrimination
Equal Opportunity
Inclusion
Stewardship

Integrity
Professionalism
Learning
Family

4.3 Theory of Change - Triple Track Approach for Disability Inclusion

In essence, an organization’s Theory of Change describes how it believes it makes a difference. At the time of the founding of ECDD, there was a growing consensus among both disability and development professionals worldwide, that a “Twin-track Approach” was required, one that would both increase specialized services delivery and increase access to and inclusion in mainstream services and programs.

ECDD was founded to focus on the second “Track” of the Twin-track Approach, namely to promote and facilitate disability mainstreaming and inclusion by bridging the gap between
disability-specific organizations and mainstream development organizations. A third “Track” was later recognized as being indispensable to achieving the inclusion, full participation and rights of persons with disabilities – the creation, empowerment of and support for organizations of persons with disabilities (DPOs). DPOs are organizations of, and run by persons with disabilities, and also include associations of parents of children with disabilities. The planning and implementation of all government and non-governmental policies and programs affecting persons with disabilities and their families, requires input by representatives of DPOs.

“Nothing about us, without us” best sums up the importance of this third “Track” to disability, and the need to ensure and support the growth and development of strong DPOs, at local, national and international levels.
5.1 Paradigm Shift – ‘Project to Program’ Approach

As ECDD grows in stature, both in terms of size and presence, as a leading Ethiopian organization that promotes disability inclusive development, it has become necessary to modify the way ECDD organizes itself and implements its activities. Thus it is decided to shift from being a project-oriented to a program-oriented organisation. This represents a major shift in organizational strategy that will lead to better-informed program design, firmly rooted in the needs and challenges of persons with disabilities and their organizations.

Currently, ECDD designs projects in response to opportunities offered by its many ongoing, as well as new, partners. As a result, ECDD is implementing a wide variety of projects in different parts of the country with differing objectives, activities and indicators. As the number of projects addressing the same priority – inclusive health services, inclusive education, inclusive livelihoods – increases, it has proven challenging to ensure use of consistent strategies and methodologies, especially in the same geographical region. And projects are typically short-term with limited impact. Thus ECDD will now use its experience and expertise to design a coherent program approach for each of its program priorities. The program approach will also enable ECDD to make better informed decisions on how best to design, collaborate with and meet partner expectations for joint projects.

Adopting a programmatic approach will also allow ECDD to have greater autonomy in planning and realizing its own vision and organizational goals, and seeking financial and organizational resources. A program approach will also help ensure longer-term sustainability of programs for maximum impact and benefit for persons with disabilities, their families and society as a whole.

The following six key program priorities will be developed and addressed using the new program approach during the strategic plan period.

5.2 Key Program Priorities

The strategic goal for 2019-23 is closely linked to the ECDD vision and mission: Increased inclusion of persons with disabilities in society through increased access to mainstream services and opportunities which are available to all.
To achieve this, six ECDD program priorities were identified during its strategic planning process:

1. **PROGRAM PRIORITY ONE: RIGHTS OF PERSONS WITH DISABILITIES**

   **Need**

   Human rights and development for many years have been seen as separate processes. At times, they have been perceived as being in conflict with each other. As we progress towards achieving the UN SDGs, it is imperative to understand that human rights are not a ‘reward’ of development, but are critical to achieving development, and that both are important to ensure the freedom, well-being and dignity of all people.

   Many countries still have restrictive laws for persons with disabilities that often affect daily activities. Such restrictions create barriers for persons with disabilities and limit opportunities for independence and self-sufficiency. In cases where laws exist, there are often gaps in implementing these laws. People may agree in principle that persons with disabilities have the right to basic services, but without legal enforcement there is no access. Disability rights and advocacy helps to make persons with disabilities and the general public aware, so governments can be held accountable.

   **Barriers**

   - Lack of implementation of existing laws, policies and frameworks and lack of enforcement mechanisms
   - Lack of consultation and involvement of persons with disabilities in government policy and decision-making
   - Poor understanding of the rights and needs of persons with disabilities by organizations and government agencies
   - Stigma, prejudice, and discrimination by society in general

2. **PROGRAM FOCUS AREAS**

1.1 **STRENGTHEN AND CAPACITATE DPOs**

   **STRATEGIC OBJECTIVE:** Increased capacity of DPOs to advocate equal rights and inclusion in services, policies, and programs of Government of Ethiopia by 2023

   **Indicators:**

   1. Percentage increase in DPOs with skilled manpower for advocating equal rights and inclusion
   2. Number of inclusive advocacy agendas set and implemented by DPOs

1.2 **PARTNER WITH GOVERNMENT OF ETHIOPIA**

   **STRATEGIC OBJECTIVE:** Improved knowledge and capacity of partner government organizations and directorates to mainstream inclusion in service delivery by 2023

   **Indicators:**

   1. Number of new or revised operational policies and legal frameworks that incorporate disability inclusion
   2. Percentage of government organizations and directorates with increased capacity to provide inclusive service delivery

1.3 **PARTNER WITH NATIONAL AND REGIONAL HUMAN RIGHTS INSTITUTIONS**

   **STRATEGIC OBJECTIVE:** Increased knowledge and action on disability issues by human rights institutions by 2023

   **Indicators:**

   1. Number of disability inclusive policies and legal frameworks lobbied by human rights institutions

2. **PROGRAM PRIORITY TWO: INCLUSIVE HEALTH SERVICES**

   **Need**

   According to WHO, persons with disabilities are two times more likely to find health care skills and facilities inadequate, three times more likely to be denied health care and four times more likely to be treated badly in the health care system. According to a study published by Light for the World, the fact that persons with disabilities are individuals who require access to general health
care not specifically related to their impairment, is quite often forgotten or ignored. As a result, persons with disabilities show high rates of not receiving health care services as compared to people without disabilities, and particularly so in low-income countries (World Bank/WHO 2011).

In addition, women with disabilities are more vulnerable to ill-health and less likely to get the health care they need, as they can be more at risk of certain diseases because of heightened risk of sexual violence, and face considerable barriers in accessing sexual and reproductive health rights.

**Barriers**

- Lack of information on the availability of services
- Economical barriers, both due to higher costs of seeking healthcare and that persons with disabilities are more likely to live in poverty
- Health personnel lack skills relating to disability inclusive practices, resulting in lower access to, and quality of, health services
- Limited transportation facilities for persons with disabilities
- Stigmatization and marginalization by health personnel
- Communication barriers between health center staff and persons with disabilities
- Inaccessible buildings and facilities

**PROGRAM FOCUS AREAS**

### 2.1 INCLUSIVE GENERAL HEALTH SERVICES

**STRATEGIC OBJECTIVE:** Increased awareness among health professionals to provide basic health services, and make referrals for specialized services, to persons with disabilities and their families by 2023

**Indicators:**

1. Percentage increase in health professionals who are aware of providing basic health services to persons with disabilities and their families
2. Percentage increase in persons with disabilities utilizing inclusive general health services
3. Percentage increase in persons with disabilities referred for specialized physical rehabilitation services, including the provision of technical aids and/or assistive devices

### 2.2 INCLUSIVE SEXUAL AND REPRODUCTIVE HEALTH (SRH) SERVICES

**STRATEGIC OBJECTIVE:** Increased access and utilization of inclusive sexual and reproductive health (SRH) and HIV/AIDS services among adolescents, youth and adults with disabilities by 2023

**Indicators:**

1. Percentage increase in health facilities providing inclusive SRH services
2. Percentage increase in adolescents, youth and adults with disabilities utilizing inclusive SRH services

### 2.3 INCLUSIVE AND ACCESSIBLE WASH SERVICES

**STRATEGIC OBJECTIVE:** Increased awareness and practice of key partner organizations on providing inclusive WASH services by 2023

**Indicators:**

1. Percentage increase in key partner organizations that provide inclusive WASH services
2. Increase in number of accessible WASH facilities constructed by key partner organizations

3. PROGRAM PRIORITY THREE:
INCLUSIVE EDUCATION

**Need**

In Ethiopia children with disabilities face many barriers and challenges to accessing quality education. The benefits of inclusive education now are widely recognized, but despite efforts for change, much progress remains to be made. The Ethiopian Government recognizes the significant role of education in reducing poverty and sustaining economic growth. It is committed to accomplishing the Education For All (EFA) goals and UN SDGs. The Ministry of Education’s Master Plan for Special Needs Education/Inclusive Education in Ethiopia (2016-2025) outlines a plan to move away from special schools and develop an inclusive education system in which children with disabilities can live in their home communities and attend neighborhood schools.

**Barriers**

- Weak implementation of inclusive education policies and guidelines
- Poor identification of disability in school children
- Lack of resources in schools to teach children with disabilities
- Poor teaching methods
- Teachers not well trained in special education
- Physically inaccessible schools
- Lack of supportive services for students with disabilities in tertiary education
- Stigma and discrimination
- Lack of information on availability of services
- Extreme poverty of families of children with disability, lack of funds for transport to schools

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**PROGRAM FOCUS AREAS**

3.1 POLICY AND LEGAL FRAMEWORKS ON INCLUSIVE EDUCATION

**STRATEGIC OBJECTIVE:** Improved design and implementation of inclusive education policies and legal frameworks for students with disabilities by 2023 as a result of ECDD support.

**Indicators:**

1. Number of new or revised operational policies and legal frameworks that promote disability inclusive education

3.2 INCLUSIVE PRE-PRIMARY, PRIMARY AND SECONDARY EDUCATION

**STRATEGIC OBJECTIVE:** Increased access and utilization of inclusive education services in pre-primary, primary and secondary schools by 2023

**Indicators:**

1. Percentage increase in inclusive pre-primary, primary and secondary schools
2. Percentage increase in children with disabilities enrolled at pre-primary, primary and secondary schools

3.3 INCLUSIVE HIGHER EDUCATION (PUBLIC AND PRIVATE)

**STRATEGIC OBJECTIVE:** Increased access and utilization of inclusive higher education services by students with disabilities by 2023

**Indicators:**

1. Percentage increase in inclusive higher education institutions offering specialized services to students with disabilities
2. Percentage increase in students with disabilities enrolled at higher education
4. PROGRAM PRIORITY FOUR: INCLUSIVE LIVELIHOODS

Need
A vast majority of persons with disabilities and their families live in rural areas where access to basic services is limited. In Ethiopia, an estimated 95 percent of all persons with disabilities live in poverty. Many depend on family support and begging for their existence. A study in Oromia region found that 55 percent of the surveyed persons with disabilities depend on family, neighbors and friends for their living, while the rest generate meager income through self-employment, begging and providing house maid services (CARDOS-2007). Also, it has been noted that persons with disabilities have fewer job opportunities, despite the fact that some have acquired appropriate training and skills through their own efforts and the assistance of government and humanitarian organizations. The International Labour Organization (ILO) estimates that disability exclusion from the labour market comes at a national cost of 3 to 7 percent of GDP. Fortunately, there is an increasing realization among employers that promoting workplace diversity is good for business. Reasonable workplace adjustments and supportive policies are often less expensive than perceived and can also benefit workers without disabilities as they promote more inclusive work environments.

Barriers:
- Lack of vocational skills training

PROGRAM FOCUS AREAS

4.1 INCLUSIVE TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

STRATEGIC OBJECTIVE: Increased access and utilization of inclusive public and private TVETs by students with disabilities by 2023

Indicators:
1. Number of accessible and inclusive TVETs
2. Percentage increase in students with disabilities that complete vocational skill training at the targeted TVETs

4.2 INCLUSIVE FORMAL SECTOR EMPLOYMENT

STRATEGIC OBJECTIVE: Increased employment opportunities for persons with disabilities in targeted public and private sectors by 2023

Indicators:
1. Percentage increase in persons with disabilities employed in targeted public and private sector firms and organizations
2. Percentage increase in organizations that have inclusive policies and practices in providing employment opportunities for persons with disabilities
4.3 INCLUSIVE INCOME GENERATING OPPORTUNITIES

STRATEGIC OBJECTIVE: Increased number of individuals with disabilities earning income through participation in sustainable self and group income-generating activities by 2023

Indicators:

1. Percentage increase in persons with disabilities who are participating in self and group income generating activities that have profitably sustained their businesses

2. Percentage increase in the monthly income of persons with disabilities participating in income generating activities

4.4 INCLUSIVE FINANCIAL SERVICES

STRATEGIC OBJECTIVE: Increased number of persons with disabilities participating in savings and credit associations (SCAs) and having access to local savings and credit services by 2023

Indicators:

1. Percentage increase in persons with disabilities participating in savings and credit associations

2. Percentage increase in micro finance institutions (MFIs) providing inclusive savings and credit services

3. Percentage increase in persons with disabilities utilizing savings and credit services from micro finance institutions (MFIs)

4.5 ETHIOPIAN BUSINESS AND DISABILITY NETWORK (EBDN)

The Ethiopian Business and Disability Network (EBDN) was initiated by ECDD to promote formal sector employment opportunities for persons with disabilities. The EBDN addresses disability as a diversity issue from a private-sector perspective. The EBDN fosters the development of a workforce culture that is respectful and inclusive, promoting the hiring, retention and professional development of women and men with disabilities. The EBDN is a member of the ILO Global Business and Disability Network (GBDN).

STRATEGIC OBJECTIVE: EBDN becomes self-sustaining, with increased number of companies and organizations that are EBDN members, providing employment opportunities for persons with disabilities

Indicators:

1. EBDN becomes a self-sustaining entity

2. Percentage increase in EBDN members

3. Percentage increase in persons with disabilities employed by EBDN member companies and organizations

5. PROGRAM PRIORITY FIVE: SOCIAL INCLUSION AND PROTECTION (SIP)

Need

In Ethiopia and across the world, many persons with disabilities are consistently left out of development processes. In rural areas, discriminatory attitudes and a labour intensive life style limits their full participation in the community. One of the most common reasons given for not including persons with disabilities in development is perceived cost (Coe & Wapling, 2010). Due to their exclusion, persons with disabilities and their families are more likely to be poor, and greater effort is required for their inclusion in community development as well as social protection programs. In Ethiopia, there are few disability
specific services available, and few mainstream development organizations and programs actively include persons with disabilities. This applies to all sectors of development, including education, health, women empowerment, income generation, transportation, and housing among others.

**Barriers**

- Stigma, prejudice, and discrimination
- Inadequate funding and allocations for implementing policies and plans to prevent the exclusion of persons with disabilities
- Lack of consultation and involvement of persons with disabilities
- Organization and government agency negative attitudes, lack of knowledge, and poor understanding of persons with disabilities
- Institutional barriers such as laws, policies, strategies or practices that discriminate against persons with disabilities
- Inaccessible environments creating barriers to participation and inclusion

**PROGRAM FOCUS AREAS**

**5.1 SOCIAL INCLUSION AND PROTECTION(SIP)**

**STRATEGIC OBJECTIVE**: Improved design and implementation of inclusive social protection policies and practices for persons with disabilities by 2023

**Indicators**:

1. Number of new and revised operational policies and legal frameworks that incorporate disability inclusive social protection
2. Percentage increase in persons with disabilities and families participating in and benefitting from social protection schemes

**5.2 COMMUNITY AWARENESS ON PROTECTION AND INCLUSION**

**STRATEGIC OBJECTIVE**: Increased awareness and promotion of protection of children, youth and adults with disabilities, and social inclusion by 2023

**5.3 INCLUSIVE COMMUNITY DEVELOPMENT**

**STRATEGIC OBJECTIVE**: Increased number of persons with disabilities participating in/benefiting from mainstream community development programs

**Indicators**:

1. Number of organizations that include persons with disabilities in their community development programs
2. Percentage increase in persons with disabilities participating in/benefiting from mainstream community development programs

**5.4 INCLUSION IN PASTORALIST COMMUNITIES**

**STRATEGIC OBJECTIVE**: Increased number of persons with disabilities in pastoralist communities participating in/benefiting from mainstream pastoralist development programs by 2023

**Indicators**:

1. Percentage increase in children, youth, women and men with disabilities in pastoralist communities participating
in/benefiting from government and mainstream pastoralist development organization programs

2. Number of organizations that include persons with disabilities in their pastoralist development programs

6. PROGRAM PRIORITY SIX: INCLUSIVE HUMANITARIAN ASSISTANCE AND EMERGENCY RESPONSE (HA/ER)

Need
In post-conflict situations, during crisis or natural disasters, persons with disabilities are disproportionately affected. Ethiopia has the second largest refugee population in Africa with some 900,000 individuals and 2,400,000 internally displaced persons. In Dollo Ado and Bokolmayo districts of Somali Region, there are more than 175,000 Somali refugees living in five main camps. According to the International Rescue Committee (IRC), Ethiopia is ranked among the top ten countries in the 2019 IRC Emergency Watch List. Persons with disabilities face numerous barriers to accessing humanitarian aid. According to a survey conducted by Humanity and Inclusion (HI), at least 15% of any disaster-affected population will be persons living with disabilities and 75% of the persons with disabilities surveyed believe that they have insufficient access to essential humanitarian services such as water supplies, food distributions, health services and shelter. The study also revealed a high level of physical, sexual and psychological violence, with 27% of respondents stating that they have been the victim of such violence. Disability inclusion in all phases of emergency response and preparedness is crucial and required - from disaster risk reduction, preparedness, prevention and mitigation to disaster relief, rehabilitation and recovery.

Barriers
- Lack of awareness of persons with disabilities among IDPs
- Small portion of aid budgets allocated for the needs of persons with disabilities
- Negative attitudes, discrimination and stigma by IDP camp personnel
- Lack of trained aid workers in disability awareness
- Lack of consultation with persons with disabilities and their organizations (DPOs)
- Weak laws, policies and standards on disability inclusion
- Inaccessible environment for services

PROGRAM FOCUS AREAS

6.1 INCLUSION OF INTERNALLY DISPLACED PERSONS WITH DISABILITIES IN HA/ER PROGRAMS

STRATEGIC OBJECTIVE: Increased capacity of organizations to provide inclusive humanitarian assistances and emergency responses to internally displaced persons (IDPs) with disabilities by 2023

Indicators:
1. Number of organizations with personnel aware of how to include IDPs with disabilities in their humanitarian assistance and emergency services
2. Number of mainstream organizations with modified policies and practices to include IDPs with disabilities in their humanitarian assistance and emergency responses

6.2 INCLUSIVE SOCIAL INTEGRATION PROGRAMS

STRATEGIC OBJECTIVE: Increased number of IDPs with disabilities benefiting from inclusive social integration programs provided by mainstream development organizations by 2023

Indicators:
1. Number of mainstream development organizations including IDPs with disabilities in their social integration programs
2. Percentage increase in IDPs with disabilities benefiting from inclusive social integration programs
5.3 CROSSCUTTING PRIORITIES AND STRATEGIES

In its program activities, ECDD gives importance to several crosscutting priorities, to maximize inclusion. These priorities are not just for effective project implementation, but also reflect fundamental ECDD principles and values. In addition, ECDD has crosscutting strategies, used for all ECDD programs.

The following are cross-cutting priorities for mainstreaming across all ECDD program activities during the plan period, 2019-23:

1. **Inclusion of persons with all types of disability** – ECDD works to ensure the inclusion of persons with all types of disability in all projects and programs

2. **Inclusion of women and girls with disabilities** – to make deliberate efforts to include women in all projects and continue to increase and measure the number of women and girls with disabilities impacted

The following are cross-cutting Strategies to realize the implementation of proposed activities and achievement of intended results in ECDD programming during the Plan period, 2019-23:

1. **Organizational change for disability inclusion** – to promote and facilitate changes within organizations in terms of policy and program reforms for sustainable disability inclusion

2. **Accessibility** – to utilize the expertise of ECDD in conducting accessibility audits, designing accessibility modifications and ensuring accessibility of all project implementation sites

3. **Partnerships** – to build partnerships with government agencies, DPOs, companies and other development organizations to promote inclusion and for joint implementation of project activities

4. **Data collection and evidence generation** – to continue collecting data and evidence, and promote research on disability inclusion

5. **Visibility and communication** – to promote the activities of ECDD via media/social media, and communicate findings, impacts and lessons captured during project implementation

6. **Technology** – to create a platform, with Interactive Voice Response and messaging based software, to ensure maximum dissemination of information on services and opportunities for persons with disabilities, and to promote disability inclusion
ECDD has a formal, organization-wide, Monitoring and Evaluation (M&E) Plan which guides ECDD in tracking progress of planned program activities and achievement of intended outputs and objectives. The Plan ensures the generation of reliable and timely data that can inform decision-making and assist improved service delivery at all levels.

6.1 Baseline Data
In order to set targets for the strategic objectives, a baseline value is identified for the indicators that correspond to each objective. The baseline values are used as a benchmark to measure targets and make comparisons with achievements after interventions.

6.2 Routine Program Monitoring
Data captured by the routine monitoring system on the identified indicators is analyzed and interpreted to make informed decisions. ECDD uses standardized reporting formats, often provided by a donor, tailored to capture the progress of planned activities of a project. ECDD also makes use of templates provided by different government stakeholders required for the preparation and submission of annual project workplans and reports. In addition, ECDD has developed its own planning and reporting templates for internal use. Project Coordinators and Officers are responsible for project reporting and submission to the ECDD M&E team.

6.3 Evaluation
ECDD makes use of its internal capacity to undertake mid-term evaluations and final evaluations of its projects jointly with pertinent stakeholders. For some projects, depending upon donor requirements, ECDD undertakes project evaluation by hiring an external evaluator according to a formal TOR. The consultant is required to present the evaluation findings in a validation workshop, and to receive comments from participants before finalizing the evaluation report.

6.4 Documentation and dissemination of lessons learnt
ECDD will document and disseminate best practices identified during monitoring visits, with the following objectives:

1. Widening the impact of its projects
2. Being visibly accountable for planned achievements
3. Capturing knowledge accumulated by its projects and ensuring that this knowledge is accessible and widely available on a longer term basis
4. Building staff capacity to analyze project experience and document good practice
7.1 Policies and Systems

ECDD has in place good personnel administration and financial management systems, including Board-approved Admin and Finance Manuals, and Travel, Petty Cash, Procure and Property Management Policies. ECDD also has in place a compulsory set of policies, including:

1. Code of Conduct for staff
2. Child Safeguarding Policy
3. Performance Management Plan (PMP) for staff performance
4. Diversity and Inclusion Policy
5. Social Media Policy

7.2 Professional Development

ECDD has a practice which encourages staff self-development by granting paid time-off to attend short-term academic and other education and training opportunities. ECDD also encourages staff to identify opportunities for distance education as well as participation in sponsored international conferences and other events. However, ECDD does not pay for international travel, which is usually sponsored by an international partner organization. In addition, ECDD provides training opportunities for its current staff, focusing on project management skills and on making ECDD a better “learning organization” by increasing staff skills to better document not only what they do but what they are learning.

ECDD Academy

ECDD has an organizational commitment to disability inclusion and gender balance in its hiring and program activities. However, the employment of qualified young persons with disabilities, especially women, is proving increasingly difficult due to a gap in the market of trained and experienced personnel who are required to manage and implement projects.

The ECDD Academy is an ongoing ECDD staff development program, financed by each project being implemented by ECDD. Each donor-funded ECDD project has a budget line “Staff Development” earmarked for the Academy (2% of the total project budget). The Academy operates under the supervision of the ECDD Training Director. University graduates with disabilities are picked on a competitive basis, and enrolled in the Academy for a 3-month period. During this period, the Program organizes specific training on selected topics related to all of ECDD priority development areas.

They are not employed by ECDD but are “intern trainees” and provided with an adequate monthly training stipend to cover local transportation and living expenses. Unless offered a contract under a specific ECDD Project budget, an Intern Trainee graduates from the Academy and joins a pool of prospective candidates for future employment at ECDD or other suitable organisation.

7.3 Resource Mobilization and Growth

ECDD relies upon international donor support for all its program activities and has deliberately diversified its donor support over the years as a means to ensure program and staff continuity.

ECDD will continue its partnership with long-time local, international partners and continue to seek funding opportunities with new bi-lateral donor partners and with additional international development NGOs. For this, ECDD will seek and respond to calls for proposals as well as prepare unsolicited project proposals for new projects in its priority program areas.

With the paradigm shift from ‘Project to Program’ based approach, to ensure sustainability of the organisation, ECDD plans to mobilize resources and funds from additional sources, including:

1. **Training and consultancy services** – ECDD will provide skills training, consultancy
and other services to various organizations for a fee, on topics such as disability inclusion, accessibility audits, disability awareness, inclusive employment, as requested

2. **Centre of Excellence** – ECDD will initiate plans to establish a Center of Excellence, a model accessible center providing accessible office space as well as consultancy and other services to various organizations, and generating income for ECDD

3. **Corporate Social Responsibility (CSR)** – ECDD will partner with companies to plan their CSR programs and projects
8.1 Responsibility

Once approved by the ECDD General Assembly, the ECDD Board of Directors is ultimately responsible for ensuring implementation of the ECDD Strategic Plan. The ECDD Executive Director provides “strategic management” – an understanding of the dynamic forces shaping the ECDD operational environment, and creativity in developing effective responses to those forces, within the framework of the Strategic Plan. The Executive Director provides Plan implementation leadership and reports periodically to the Board of Directors and the ECDD General Assembly on Plan implementation, as well as on any need to revise the Plan, based upon a mid-term review. The Executive Director ensures that annual workplans and budgets are prepared and implemented in line with the Strategic Plan, and also ensures that the preparation of project proposals as well as partner organization support further the priorities and objectives of the Plan. The Executive Director will oversee the wide distribution of the Plan – to ECDD Association and Board members, government, international and local partner organizations and networks, as well as to ECDD staff members. Finally, the Executive Director will organize a review of Plan implementation at the end of the Plan period, and initiate preparation of the next ECDD 5-year Strategic Plan.

8.2 Assumptions

The successful implementation of this Strategic Plan depends upon the following key assumptions:

1. Federal Government commitment to implementation of the CRPD will grow and be made manifest in its policies, programs and budgetary allocations
2. Government bureaus and development organizations in Ethiopia agree to actively include persons with disabilities as participants in and beneficiaries of their programs and services
3. Federal and Regional Governments will continue to encourage and foster civil society organizations as partners in development
4. Organizations of persons with disabilities will grow in strength and increase in number at regional and local levels
5. Persons with disabilities and their families seek to use mainstream services and to integrate and participate in mainstream development programs
6. Ethiopia continues to enjoy economic growth, peace and security
7. Global donor commitments to disability inclusive development will continue to grow
8. Partner donor organizations will continue to provide and extend support to ECDD for ongoing and new projects
9. Culture of voluntary giving to charitable organizations by individuals, organizations, and enterprises will continue to grow in Ethiopia
10. ECDD will continue to identify and evaluate potential risks to implementation of its program of activities and to the organization itself, and work to mitigate those risks
ANNEX - Organizational Structure

General Assembly

Board of Directors

Executive Director

Senior Advisor

Business Development Manager

Training Director

Admin/Finance Manager

Program Director

M&E Manager

Regional Program Manager

M&E Coordinator

Communications; and KMT Officer

Rights of PWD Program Lead

Inclusive Health Program Lead

Inclusive Education Program Lead

Inclusive Livelihoods Program Lead

SIP Program Lead

Inclusive HA/ER Program Lead

Program Coordinator

Project Officer

Disability Advisor