



Hailemariam & Roman Foundation

Strategic Plan 2019-2025

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Hailemariam & Roman
FOUNDATION

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Acronyms

Acronym	Definition
ADA	Agricultural Development Army
AGRA	Alliance for Green Revolution in Africa
ARV	Antiretroviral
BMGF	Bill and Melinda Gates Foundation
CEO	Chief Executive Officer
CSO	Civil Society Organization
CRGE	Climate Resilient Green Economy
CVD	Cardio-Vascular Disease
DFID	Department for International Development
EDHS	Ethiopian Demographic Health Survey
FAO	UN Organization for Food and Agriculture
FDI	Foreign Direct Investment
FMoA	Federal Ministry of Agriculture
FMoH	Federal Ministry of Health
FTC	Farmers Training Centers
FTE	Full-Time Equivalent
GDP	Gross Domestic Product
HDA	Health Development Army
HIV/AIDS	Human Immuno-Deficiency Virus/Acquired Immuno-Deficiency Syndrome
HR	Human Resources
HRF	Hailemariam & Roman Foundation
IT	Information Technology
JICA	Japan International Cooperation Agency
MEL	Monitoring, Evaluation and Learning
MTCT	Mother-to-Child Transmission
NCD	Non-Communicable Disease
NGO	Non-Governmental Organization
NSAP	National Strategic Action Plan
OECD	Organization for Economic Cooperation and Development
SUN	Scaling Up Nutrition



Acronym	Definition
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
USD	United States Dollar

1 Who we are

Former Prime Minister of Ethiopia, His Excellency Mr Hailemariam Dessalegn, and former First Lady, Her Excellency Mrs Roman Tesfaye, have an unwavering commitment to continue working with People, Government, and partners to support national and regional efforts to bring socio-economic transformation to maternal and child health and nutrition; climate-smart conservation agriculture and eco-tourism. In April 2018, they established the Hailemariam & Roman Foundation (HRF) as an international non-governmental organization (NGO) based on the agreement reached with the Government of the Federal Democratic Republic of Ethiopia. The Foundation's vision for Ethiopia and the broader Horn of Africa is:

1.1 OUR VISION

**A healthy and economically empowered community
in a well conserved environment**

1.2 OUR MISSION

We catalyze development players' interventions and inspire citizens to build healthy communities and develop a sustainable environment in support of socio-economic transformation in Ethiopia and the broader Horn of Africa.

1.3 OUR FOCUS AREAS

The Foundation's two core areas synergize with and enable each other:

- A. Healthy community – Maternal and child health and nutrition:** contribute to reduced morbidity and mortality of mothers and children from major causes. Promoting family planning, antenatal care, delivery with skilled attendant, & postnatal care, fighting HIV/AIDS, combating cervical and breast cancers, promoting sanitation & hygiene, prevention & control of major childhood illnesses, and promoting nutrition, particularly in the first 1,000 days of life. A healthier community will be able to contribute to climate smart agriculture and conservation based eco-tourism.
- B. Sustainable Environment – Climate-smart conservation agriculture and eco-tourism.** Contribute towards improved agricultural productivity through

application of minimum tillage techniques, enhancing biodiversity and natural biological processes above and below the ground surface for improved and sustained crop productivity, and emphasize on adaptation and mitigation to climate change to ensure household food and nutrition security while promoting and developing nature-friendly ecotourism for sustainable livelihood. A more sustainable environment will offer opportunities to improve living condition and lifestyle (e.g., access to nutritious food, water supply and sanitation, clean air to prevent and control diseases greater participation in physical activity and sport, and create socio-economic development (e.g., agri-businesses).

By addressing these two critical areas, the Foundation will strengthen the ecosystem on focus areas and create model communities in the country, focusing on women, children, and young people (Exhibit 1).

EXHIBIT 1: HRF CORE AREAS AND THEIR MULTIFACETED IMPACTS



The Hailemariam & Roman Foundation embodies communities and environment. Our story is one of conveners and influencers striving for a healthy and economically empowered community in a conserved environment. Our work seeks to bring our

distinctive capabilities and network to inspire people and catalyse developmental partner interventions.

1.4 OUR GUIDING PRINCIPLES

As our guiding principle, we strive to:

- **Put community at the center:** Citizens are at the center of everything we do. We believe in the power and potential of our citizens – especially women and young people – to change their own lives, communities, the nation and the world. We want to inspire local communities to lead the change.
- **Catalyze development players interventions:** We contribute to interventions related to maternal & child health and nutrition, climate smart agriculture and conservation based eco-tourism wherever we can add value.
- **Enhance partnerships:** We drive impact by creating and enhance partnerships at local and international levels with communities, governments, international agencies, donors, and other key stakeholders.
- **Create sustainable and scalable models:** We prioritize and focus our activities to create solutions and initiatives that will have lasting impacts. We do not look for quick fixes. We build scalable models that integrate economic, social, environmental and policy elements.

1.5 OUR DISTINCTIVENESS AND STRATEGIC PILLARS

1.5.1 OUR DISTICTIVENESS

We aim to catalyze and contribute to development players interventions by leveraging our biggest assets:

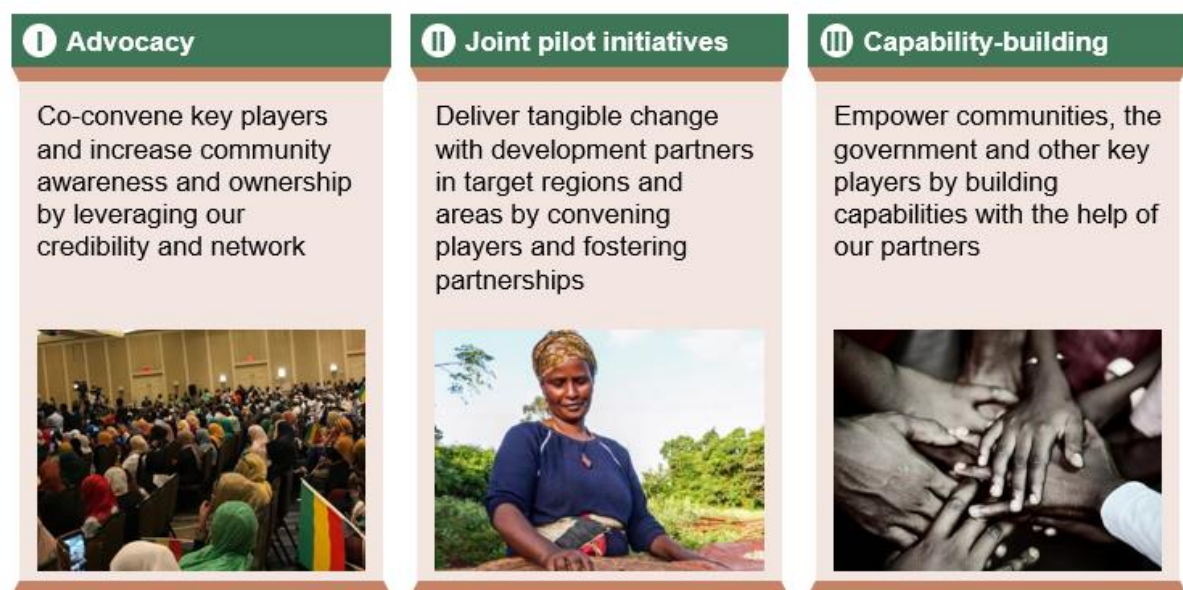
- **Credibility and trust:** The Foundation speaks from a source of truth and authenticity, building on our founders' work in maternal and child health and nutrition, and climate smart agriculture and conservation-based ecotourism. Over the next few years, new programs will bolster our efforts and ensure sustainability.
- **Convening potential:** One of our core strengths is our ability to convene leading local and international players around critical topics, increasing multi-sectoral collaboration, fostering partnerships and creating effective discussion forums.
- **Access at the highest levels:** The founders will continue to develop relationships with heads of state, private and social sector leaders. These relationships will enable the Foundation to push for policy and funding commitments that will support communities and provide a platform from which to share successes and challenges.

1.5.2 STRATEGIC PILLARS

Three strategic pillars anchor our activities (Exhibit 2):

- I. Advocacy:** The Foundation will use its credibility, trust, and access to the highest levels to raise the awareness of political, economic, and social systems to critical maternal & child health and nutrition, and agriculture, conservation and eco-tourism issues. We will co-convene¹ key players to discuss the most critical issues and foster inclusive and engaging discussions. We will ensure communities' views and wishes are considered when decisions are made.
- II. Joint initiatives:** We will convene and partner with development organizations to deliver tangible change in target regions and areas. We will gather best-in-class examples and lessons learned that can be replicated on a larger scale across more geographies and focus areas.
- III. Capability-building:** We will identify capability-building needs (e.g., within the community, in the governmental levels, among development partners) and engage partners that can build capabilities and share best practices and knowledge. We will leverage our growing network to strengthen the targeted areas ecosystem and empower communities, and key players.

EXHIBIT 2: THE FOUNDATION'S THREE STRATEGIC PILLARS



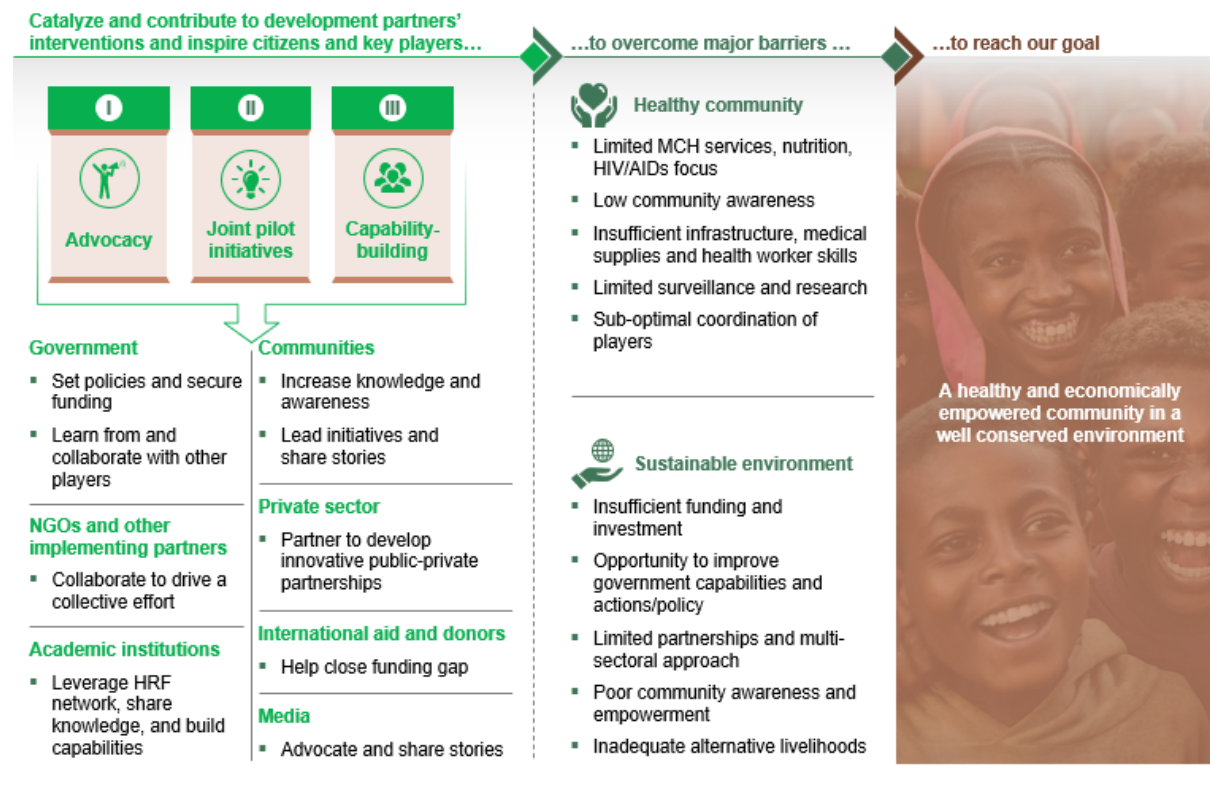
1.6 OUR THEORY OF CHANGE

The Foundation engages in advocacy, joint initiatives, and capability-building to empower, inspire, and call for actions by stakeholders to overcome key barriers to

¹In collaboration with government and development players

maternal and child health & nutrition, climate smart conservation agriculture and eco-tourism (Exhibit 3).

EXHIBIT 3: THE FOUNDATION'S THEORY OF CHANGE



Many players have been doing tremendous work in these areas including government, NGOs, UN agencies, bilateral agencies, and donors. Taking this work into account, the Foundation carried out a detailed stakeholder analysis to understand the remaining barriers and where it could add value by leveraging its distinctiveness.

1.6.1 Healthy community: Maternal and child health and nutrition

Ethiopia through strategic leadership, strong country ownership, active community engagement, and generous international support, has greatly improved access to health services and health outcomes. Its health indicators have improved from some of the worst in Sub-Saharan Africa to some of the best. For example, under-five mortality has fallen by 60%¹ and maternal mortality has dropped by 53%¹ in the past 16 years (2000-2016), and the contraceptive prevalence rate has increased from 6%¹ to 35%² (2000-2016).

However, Ethiopia still struggles with high morbidity and mortality rates from preventable causes. Major causes of maternal deaths include hemorrhage,

² EDHS 2016

pregnancy related hypertension, and sepsis. But only 26% of pregnant women delivered at health facilities. On top of this, persisting communicable diseases and rising incidence of reproductive organ (cervical & breast) cancers in women are posing growing burden. The HIV epidemic in Ethiopia remained heterogeneous and unabated in geographic areas and population groups most affected. Though HIV prevalence in Gambella, the most affected region in the country, has declined from 6.5% in 2011 to 4.8% in 2016, it is still five folds higher than national adult HIV prevalence of 0.9%. Besides this, national urban HIV prevalence of 2.9% is seven folds higher than rural HIV prevalence of 0.4%. Moreover, females with HIV prevalence 1.2% are twice more affected than males (HIV prevalence of 0.6%) across the nation. But only 60% of HIV+ pregnant women received ARVs to prevent mother to child transmission (MTCT) of HIV. On top of these, the growing incidence of cervical and breast cancers is creating immense sufferings and deaths among women. Despite this, only 3% of women aged 30-49 years were screened for cervical cancer in 2015.

On the other hand, major causes of deaths in children are acute respiratory infection (ARI), diarrhea, premature birth, low birth weight, and asphyxia. Nutritional disorders, 38% stunting and 56% anemia in under five years old children are aggravating the situation as 50% of deaths in children are associated with malnutrition. The major problems to effective delivery of maternal & child health services are limited access, poor quality of services, shortage of supplies, limited provider skills, low community awareness, inadequate coordination, sociocultural and economic bottlenecks.

Today, 10%³ of the government budget and 30%⁴ of donor funding is allocated to healthcare. The government has developed the Health Sector Transformation Plan (HSTP) as part of GTP2. In addition, there are several health-related national strategies/ plans detailing prevention, treatment and management interventions for different disease areas. The FMOH has collaborated with a broad range of development partners to draft national health plans, run initiatives, and improve health indicators over time (Exhibit 4). However, certain healthcare issues, e.g., family planning, HIV/AIDS, institutional delivery, postnatal care, major childhood illnesses, and nutrition still receive minimal attention.

³ UNICEF budget brief report

⁴ OECD Development Assistance Committee (DAC) funding, 2013

EXHIBIT 4: EXAMPLES OF POTENTIAL HRF DEVELOPMENT PARTNERS ON HEALTH

UN agencies	    UNICEF, UNIDO, UNAIDS, THE WORLD BANK, UNDP,
Bilateral donors	   JICA, USAID, Department for International Development, NORAD, FINIDA, SIDA, GIZ, AICS,
NGOs and implementing partners	    Save the Children, Pathfinder International, CHILDREN'S INVESTMENT FUND FOUNDATION, CLINTON HEALTH ACCESS INITIATIVE, BIG WIN
Multilateral donors	   The Global Fund, Gavi, The Vaccine Alliance, BILL & MELINDA GATES foundation

The Hailemariam & Roman Foundation will catalyze the support of government and development players interventions and contribute to the attainment of 2020 national health targets, e.g., increase contraceptive prevalence rate to 55%, increase proportion of pregnant women having at least 4 antenatal care visits to 95%, increase deliveries attended by skilled attendant to 90%, cervical cancer screening to 20%, reduce stunting prevalence to 26%, increase proportion of HIV+ women received ARVs to prevent mother to child transmission (MTCT) of HIV to 95%, and reduce the unmet need for family planning to 10%.

Based on an in-depth structural analysis of Ethiopia's healthcare landscape (including existing national plans and ongoing activities and programs), the Foundation identified five major barriers to maternal and child health and nutrition. Overcoming these barriers will take time and concerted efforts from many players. The Foundation has identified specific areas where it can drive progress (Exhibit 5).



EXHIBIT 5: MATERNAL AND CHILD HEALTH AND NUTRITION AREAS WHERE THE FOUNDATION CAN DRIVE CHANGE

Maternal & child health and nutrition barriers		H&R foundation strategic pillar	Initiatives	PRELIMINARY
Limited focus on MCH, nutrition and HIV/AIDS	- Limited focus & scale of intervention on MCH & nutrition (incl. funding) - Declining focus on HIV/AIDS in some pocket areas	Advocacy	1 Public speeches	
			2 Annual HRF Maternal and Child Health and Nutrition Forum	
Limited community awareness	- Weak awareness of MCH, cancer risk factors, sign and symptoms, and preventive interventions - Cancer and HIV/AIDS myths & stigma - Weak awareness on how to diversify and balance meals - Weak awareness of child malnutrition consequences	Advocacy	1 Public speeches	
		Capability building	6 Women Health Development Army/Community Capacity Enhancement	
Insufficient infrastructure and healthcare provider skills	- Limited access to obstetric care and cancer screening and treatment facilities and equipment - Inadequate healthcare providers skills (both prevention and treatment) - Shortage of medical equipment, and supplies needed for diagnostic and treatment of patients - Low affordability of NCDs medical supplies	Joint Initiatives	5 Center of Excellence	
		Capability building	7 Ethiopian University Hospitals and Health Network	
Limited surveillance and research	- No comprehensive surveillance system - Inadequate funding and training for surveillance and research	Advocacy	8 International University Hospital Partnership and Support	
			4 Local and international philanthropists	
Sub-optimal coordination of players	- Weak public/private sector coordination - Weak multisectoral coordination (Agriculture, Water, etc.) for Child Nutrition - Weak coordination of preventions activities - Lack of equitable resource allocation - Low intensity and reach of programs due to low co-ordination among NGOs, NGOs with governments and communities	Advocacy	2 Annual HRF Maternal & Child Health and Nutrition Forum	
			3 Public/private/CSOs partnerships	

Overcoming these barriers will take time and will require concerted efforts from a broad range of players

- **Limited focus on family planning, ANC, institutional delivery, postnatal care major childhood illnesses, nutrition and HIV/AIDS:** the focus and scale of intervention for lifesaving MCH services and nutrition remain limited in terms of funding and initiatives. The Foundation aims to play an advocacy role to catalyse development player actions, e.g., through public speeches and leveraging its convening potential to drive action.
- **Limited community awareness:** Communities have poor knowledge of maternal & child health problems, their risk factors, malnutrition prevention and management practices. Low community awareness on family planning, ANC, institutional delivery, postnatal care, major childhood illnesses, myths and stigma around HIV/AIDS and cancer limit early prevention and treatment interventions. The Foundation will leverage its voice and reputation to create awareness and advocate behavioural change.
- **Insufficient infrastructure and healthcare provider skills:** National plans highlight poor access to lifesaving maternal, neonatal & child health services. , and poor information systems, especially on births & associated complications. The human resource capacity and capability gap in healthcare is a cross-cutting challenge. The Foundation will access the highest levels in the government and convene multiple development players to close this gap through advocacy, capability-building and joint initiatives, e.g., centers of excellence.

- **Limited surveillance and research:** National representative data on births and early complications on maternal & neonatal health is not comprehensive enough and not readily available as most births occur at home. The Foundation will improve research and data collection efforts on major maternal & child health issues and their risk factors, and support capability-building and joint initiatives, e.g., partnerships with university hospitals.
- **Sub-optimal co-ordination of players:** The private sector does not participate heavily in healthcare and multi-sector coordination is poor. The Foundation will advocate and co-convene key players, e.g., co-host an annual Maternal and Child Health and Nutrition Forum.

1.6.2 Sustainable environment: Climate smart agriculture and conservation based eco-tourism

1.6.2.1 Climate smart agriculture

Ethiopia has made encouraging progress in improving agricultural productivity and food security at national level. The annual production of major and strategic crops has increased from 180 million quintals in 2009/10 to 320 million quintals in 2018. As result, the living conditions of smallholder farmers, who are the major (90%) producers of agricultural products in the country has improved. Despite this, food security at household level is not yet realized as full agricultural extension package is not implemented at scale as planned due to limitations in capacity, inputs, and awareness in the communities. Besides these, degradation of land due to increased population pressure on natural resources, decline in soil fertility due to increasingly unsustainable land use /land cover change(LULCC), unfavourable climatic conditions, particularly, recurrent drought and floods have resulted in food insecurity mainly in mid and low land areas of the country. As agriculture is mainly rain fed in the country, it is at greater risk of drought, erratic rainfall and hot temperature.

In response to these, the Government of Ethiopia has adopted Climate Smart Agriculture in the broader framework of building Climate Resilient Green Economy (CRGE). Climate smart agriculture practices aim at increasing productivity, enhancing resilience and reducing greenhouse gas emissions and require planning to address trade-offs and synergies between these three pillars: productivity, adaptation and mitigation. As large amount of land in Ethiopia is undergoing degradation, climate smart conservation agriculture measures are being implemented within the framework of integrated watershed management which include agro-forestry, crop rotation, intercropping, soil and water conservation, terracing, stone/soil bunds, terracing, infiltration ditches, mulching, use of improved varieties giving better yields and resistance to drought, pests, and diseases, use of organic and inorganic fertilizers, precise fertilizer application, cluster farming of adjacent smallholder pilot of lands.. In addition to these, small and large scale irrigation schemes are getting promoted to improve production and reduce

dependency on rainfall. Moreover, initiatives to improve supply of animal feed and access to veterinary health services are getting expanded. Besides taking measures to boost production in sustained environment, efforts are made to create market links for the produces to ensure attaining better values by smallholder farmers through establishment of the Ethiopian Commodity Exchange Market.

The Hailemariam & Roman Foundation will leverage its distinctiveness and networks to support the efforts of government, development partners, and communities in implementing climate smart conservation agriculture in mid and low land areas inhabited by pastoralists and agro-pastoralists having the highest needs through advocacy, joint model initiatives, and building capabilities for key development players with the view of contributing towards attaining food and nutrition security while ensuring conservation of the natural resources for betterment of the current and future generations. .

1.6.2.2 Sustainable Ecotourism

Ethiopia is rich in biodiversity and natural resources. Home to a large array of native plants and animals, it is recognized as one of the twelve global centers of origin and diversity for plant species. Over the past few years, protected areas – which include national parks, controlled hunting areas, forest land, and etc – have grown from 14% to 18% of total landmass. This is on a par with the Sub-Saharan Africa average of 16%, but below popular eco-tourism destinations like Tanzania (38%⁵).

Due to its rich natural heritage, Ethiopia has become an increasingly popular tourist destination. Although there is still plenty of room for growth, Ethiopia attracted close to 1 million⁶ international tourists in 2017, up from 600,000⁷ in 2013. Tourism's contribution to GDP has more than doubled. Popular destinations include national parks and other protected areas, highlighting the inter-dependency between conservation efforts and tourism potential.

However, eco-tourism, which makes sustainable use of natural resources while benefitting surrounding communities, is still largely untapped. Serious threats to the biodiversity remain, driven largely by population growth and increasing competition for resources. This unsustainable way of use and other natural factors have decimated certain habitats over the years.

In response, the Ministry of Culture and Tourism and the Ministry of Environment, Forest and Climate Change developed National Plans in 2015 detailing these challenges, potential interventions and targets. The National Biodiversity Strategy

⁵ World Bank Data 2017

⁶ World Travel and Tourism Council Report 2018

⁷ Sustainable Tourism Master Plan

and Action Plan covers conservation efforts and targets up to 2020, while the Sustainable Tourism Master Plan for Tourism sets tourism targets up to 2025.

The shares of government spending and international donor funding allocated to tourism and conservation efforts in Ethiopia is low, at just 1%⁸ each. Although the relevant Federal Ministries have collaborated with partners, an opportunity exists to shift focus from more technical development to implementation of initiatives.

The Foundation aims to engage in advocacy, capability-building and joint initiatives to empower, inspire, and hold stakeholders to account. It will catalyze key players' interventions to attain the national targets for 2020 and 2025, e.g., increase protected area coverage to 20% of total land mass by 2020. As part of its joint-initiatives, the foundation envisages to work with communities around the protected areas in promoting and developing ecologically and socio-culturally harmonious and diverse types of ecotourism business which will support the livelihoods of communities while reducing their dependence on the biodiversity resources.

Exhibit 6: showing Examples of Potential HRF development partners on Climate Smart Agriculture and Conservation based Eco-tourism.

UN agencies	UNESCO, UNDP, FAO
Bilateral donors	 Japan International Cooperation Agency AICS, Austria Development Cooperation, GIZ
NGOs and implementing partners	AWF, GIF, Frankfurt Zoological Society,
Multilateral donors	 

Based on a structural analysis of existing interventions, the Foundation has identified five barriers in eco-tourism and conservation where it could drive progress (Exhibit 7):

⁸ UNICEF Budget Brief 2017, OECD Data 2013

EXHIBIT 7: CLIMATE SMART AGRICULTURE AND CONSERVATION BASED ECO-TOURISM AREAS WHERE THE FOUNDATION CAN DRIVE CHANGE

Eco-tourism and conservation barriers	H&R foundation strategic pillar	Initiatives
Insufficient funding and investment - Limited government investment in the tourism and conservation sector (~1% of total expenditure) - Limited international aid focus on tourism (<1% of aid disbursement) - Limited foreign direct investment (FDI) - Limited infrastructure (basic and eco-tourism)	Advocacy	1 Public speeches 2 Annual HRF Eco-Tourism & Conservation Forum 4 Government advocacy
Opportunity to improve government capabilities and actions/policy - Need for new capabilities (e.g., tools, best practices from Botswana, Kenya) - Broad scope and ambition for the National Plan, but limited focus on phasing and implementation - Need for system-supporting standards (e.g., eco-labels), enforcement mechanism and awards	Capability building Joint initiatives	6 Government capability building initiatives 8 African Eco-Tourism & Conservation support network 5 Best-in-class pilot
Limited partnerships and multi-sectoral approach Need for more multisectoral approach, e.g., partnerships, forums/networking across sectors (tourism, conservation, health, agriculture, etc.) and players (government, community, private sector, NGOs, etc.)	Advocacy	2 Annual HRF Eco-Tourism & Conservation Forum 3 Public-private sector partnerships
Weak community awareness and empowerment - Limited communication on success stories/sharing of knowledge and best practices ("take the model and copy it") - Lack of workforce with skills and capabilities to launch and drive eco-tourism activities - Lack of community awareness around biodiversity and conservation issues	Advocacy Capability building Joint initiatives	1 Public speeches 7 Scholarship Program & Change Network 5 Best-in-class pilot
Inadequate alternative livelihood Surrounding communities of protected areas perceiving threat to their livelihoods from reduced access to forest, lands, etc.	Advocacy	2 Annual HRF Eco-Tourism & Conservation Forum 4 Government advocacy

Overcoming those barriers will take time and will require concerted efforts from a broad range of players

- **Insufficient funding and investment:** Government expenditure and international aid funding allocated to eco-tourism and conservation is limited (less than 1% of total expenditure and 1% of total international aid). The Foundation will advocate for increased awareness of funding needs across stakeholders.
- **Opportunity to improve government policy, capabilities and actions:** Across climate smart agriculture and conservation based eco-tourism, the Foundation aims to improve government capabilities and implementation-oriented policies to create standards that support systems. It will facilitate knowledge-sharing from best-in-class countries and foster partnerships to run joint initiatives such as awards to model farmers, eco-awards and certification.
- **Limited partnerships and multi-sectoral approach:** The Foundation will co-convene players in climate smart agriculture and conservation based eco-tourism, and related sectors to foster partnerships and improve co-ordination across sectors.
- **Weak community awareness and empowerment:** Weak community capabilities and awareness about climate smart agriculture and conservation based ecotourism hinders the impact of interventions and communities' ability to engage in the integrated watershed management measures and conservation based eco-tourism value chain. The Foundation aims to facilitate grass-root pilots with its partners on climate smart agriculture through creating

awareness and building skills of agricultural development army (ADA) in farmers training centers (FTC) while enhancing sharing best practices on conservation based ecotourism to build capabilities for tourist destinations and protected area management at national parks and their surrounding communities.

- **Lack of alternative livelihoods for surrounding communities:** Communities surrounding conservation areas depend on the land for their livelihoods and perceive conservation efforts as a threat. The Foundation will reduce resource competition through joint initiatives with partners, e.g., developing community tourism pilots to add revenue streams.



2 Roadmap to 2025

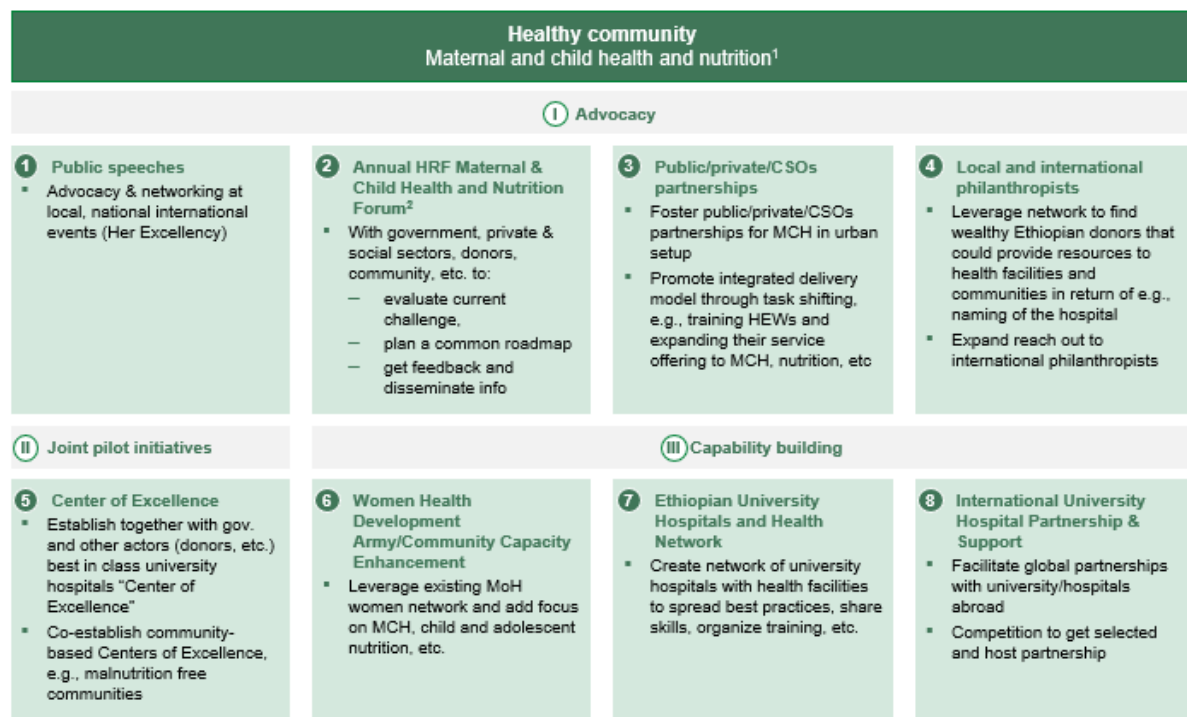
To deliver measurable, meaningful impact, the Foundation will focus and phase its efforts to 2025. Over the first two years, it will test its approach, refine its models, and build a dedicated support network to achieve tangible results. It will integrate lessons learned and strengthen its organizational structure to scale up its activities to cover more focus areas and geographies.

2.1 HEALTHY COMMUNITY: MATERNAL AND CHILD HEALTH AND NUTRITION

2.1.1 Activities

Over the next five years, the Foundation will accelerate its efforts to go deeper and more local in advocating for tangible change while continuing to lead critical conversations in the Horn of Africa region on barriers to developing healthy communities. To this end, the Foundation has identified eight potential initiatives (Exhibits 8) across its strategic pillars to focus on maternal and child health and nutrition issues.

EXHIBIT 8: EIGHT POTENTIAL HEALTHY COMMUNITY INITIATIVES



¹ Focusing on NCDs (cervical cancer, breast cancer, and other cancer in children & adults, cardiovascular diseases, Diabetes, and Chronic Respiratory diseases), family planning and HIV/AIDS, and promoting child and adolescent nutrition; ² Co-convene with development partners

I. Advocacy

- 1. Public speeches:** Advocate at local, national and international events to increase development players' focus on maternal & child health, particularly family planning, institutional delivery, postnatal care, prevention & control of major childhood illnesses, sanitation & hygiene, cervical & breast cancers, nutrition, HIV/AIDs and community awareness (including risk factors, preventive actions, care etc.).
- 2. Annual HRF Maternal and Child health and Nutrition Forum:** Co-convene the major players such as government, private and social sectors, donors, and communities to evaluate current challenges, develop a joint action plan, get feedback, create consensus and disseminate information.
- 3. Public/private/civil society organization (CSO) partnerships:** Target advocacy to improve coordination and enhance policy implementation and influence policy changes when appropriate in healthcare systems at the local and national levels to increase public, private and CSO partnerships; promote integrated service delivery models by advocating for task-sharing policies.
- 4. Local and international philanthropists:** Co-develop innovative solutions to seek funding and involve philanthropists more actively in the Foundation's interventions (e.g., name a hospital upon donations to health facilities and communities).

II. Joint initiatives

- 5. Centers of Excellence:** Co-develop best-in-class health facilities, focussing on the Foundation's focus areas only, by training healthcare providers and transforming existing facilities into industry leaders in maternal & child health care services, family planning, institutional delivery, postnatal care, prevention & control of cervical & breast cancers, diagnosis and treatment; co-establish community-based models of excellence, e.g., communities free of malnutrition, home delivery, and open defecation.

III. Capability-building

- 6. Community capacity enhancement program:** Inspire and empower the existing Health Development Army and community leaders to increase awareness on family planning, institutional delivery, postnatal care, cervical & breast cancers, major childhood illness, their risk factors, signs and symptoms, and preventive interventions, dispel myths and stigma around HIV/AIDS and introduce best practices in nutrition.
- 7. Ethiopia's university hospitals and health network:** Accelerate capability-building and knowledge-sharing by creating a network of well-coordinated university hospitals and health facilities to disseminate best practices, share skills, organize training, etc.

- 8. International university hospital partnerships and support:** Foster partnerships with international universities and create a platform to share knowledge and experience from leading global institutions through seminars, education, training workshops, research & evidence generation, and secondment programs.

2.1.2 Phasing and milestones

The Foundation will phase the activities, focus areas and geographies it plans to cover over three time horizons (Exhibit 9) according to the following guiding principles. It will focus core activities on Ethiopia until 2025 with potential spill-over effects to the broader Horn of Africa.

- Focus on activities that need limited effort and funding in the first one to two years, e.g., lay the foundations for future activities (e.g., informal discussions with partners) and leverage existing external mechanisms and initiatives (e.g., Women Health Development Army).
- Build on past work and existing partnerships to increase momentum and scale up impact (e.g., school feeding programs in nutrition).
- Pool disease areas and regions with synergistic impact (e.g., integrated management of childhood illnesses, run family planning/ANC/institutional delivery/HIV/AIDS/nutrition programs together because patients can be reached at similar service delivery points).
- Address geographies based on the opportunity for significant impact, starting with those that have high populations and high prevalence rates across the Foundation's focus areas.

EXHIBIT 9: HEALTHY COMMUNITY ROADMAP TO 2025

			PRELIMINARY
			By 2025
	By 2021	By 2023	
Focus	- Focus on delivery, PNC, cancer (cervical and breast), - Drive on-going child nutrition programs - Start work on family planning and HIV/AIDS	- Promoting scaling up models (e.g., chronic respiratory diseases) - Expand focus to adolescent nutrition - Strengthen work on family planning and HIV/AIDS	Scale up programs to additional regions
Activities	Public speeches 5-6 local, regional and international speeches focused on MCH, family planning, HIV & Child Nutrition Local and international philanthropists 2-3 health facilities 1-2 communities supported Women Health Development Army family planning, HIV, Child Nutrition Ethiopian University Hospitals and Health Network Selected 5-8 health facilities	extend topics covered, share pilots results and lessons learnt, partner with other speakers Annual HRF Maternal and Child Health and Nutrition Forum Key partners and 2-3 topics Public/private/CSOs partnerships 1-2 partnerships Centers of Excellence 1-2 hospitals, 1-2 community based International university hospital partnership and support 2-3 international partnerships	add more participants and topics create more partnerships Extend to international philanthropists, private sector, etc. add more hospitals and communities add more diseases/topics, and training cover all 28 university hospitals create more partnerships
Selected targets (not exhaustive)	20% women² screened for cervical and breast cancer (~3%, 2015) ~26% stunting prevalence in children <5 (38%, 2016) 50-60% of women (age 15-49) tested for HIV and received the results (40%, 2016) - mCPR 55% (35% in 2016), ANC4 95%, delivery with skilled attendant to 90%	80% minimum meal frequency (45%, 2016) 50% mCPR³ for all women (age 15-49) (25%, 2016) <0.5% HIV/AIDS prevalence among women (1.2%, 2016) - Halt the rise in diabetes	- MMR 120/100,000 live births (412 in 2016) <15% of premature mortality from NCDs (18%, 2016)

1 Cardiovascular Diseases; 2 30-49 years old; 3 Modern contraceptive prevalence rate

2.1.3 Partnerships

Partnerships are central to the Foundation's work on maternal & child health and nutrition. It will develop strong multi-sector relationships with key stakeholders, including:

- **The Government of Ethiopia:** Advocate the government to increase its focus on maternal health, particularly family planning, ANC, institutional delivery, PNC, HIV/AIDS, prevention & management of childhood illnesses, nutrition and overall community awareness; catalyze multi-sector coordination and ownership of health-related activities.
- **Private sector:** Foster private-sector partnerships in Ethiopia and beyond to increase the degree of participation in the healthcare sector, reduce over-reliance on donor funding, and launch and scale up innovative and sustainable service delivery models.
- **Health development partners:** Align the Foundation's activities with those of existing health development partners in country and leverage their expertise to share experience and lessons learned from existing interventions, accelerate resource mobilization activities, and build on the lessons learned to improve Foundation interventions.
- **Other programs and initiatives:** Support ongoing programs and initiatives within the Foundation's focus areas (e.g., Scaling up Nutrition (SUN)) to scale up

their impact and leverage the experience to future programs for other disease areas and regions.

- **Community:** Engage communities to understand their challenges, leverage them to increase awareness via word of mouth, and build women's capabilities by recruiting them to the Women Health Development Army.
- **Potential international partners:** Create opportunities to share knowledge and experience by partnering with other governments and development players to identify approaches to address funding and infrastructure gaps, provide technical assistance/capability building, leverage experience to promote in-country service delivery, and explore successful models to increase private-sector involvement.
- **Academic institutions:** Foster partnerships with international academic institutions on joint initiatives, e.g., scholarship program and volunteer secondments.

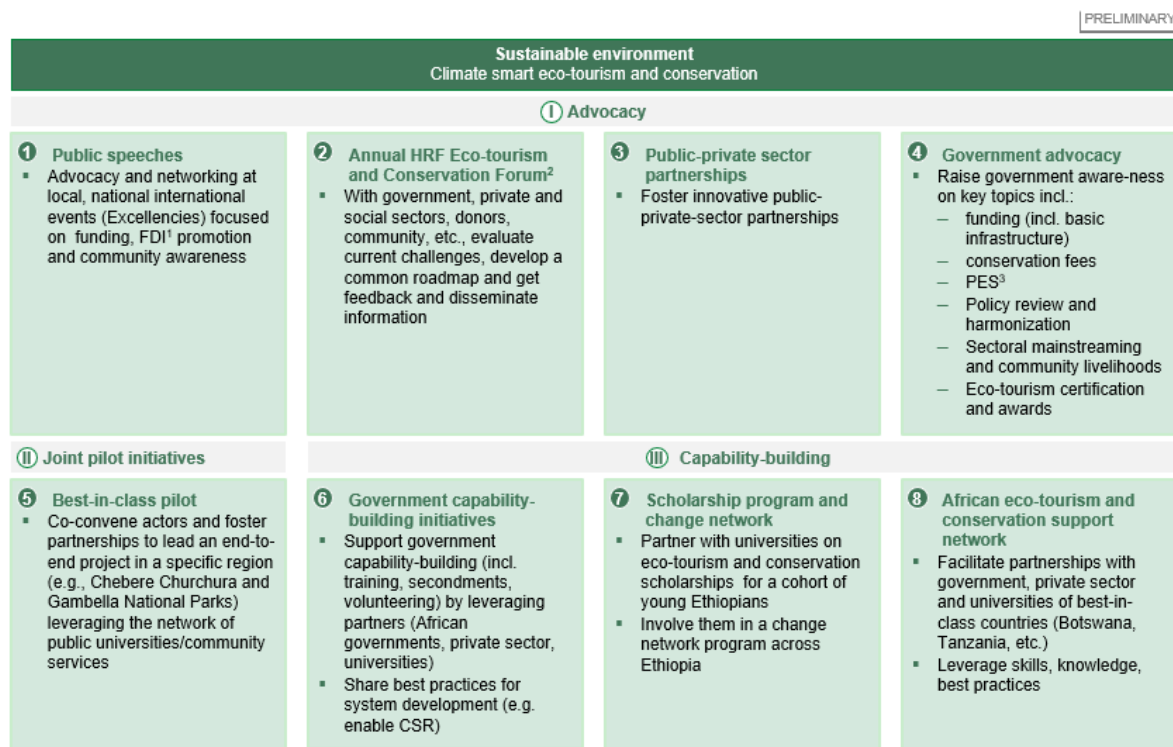
2.2 SUSTAINABLE ENVIRONMENT: CLIMATE SMART CONSERVATION AGRICULTURE AND ECO-TOURISM

2.2.1 Activities

The Foundation has identified eight potential initiatives (Exhibits 10) across its strategic pillars where it can support climate smart agriculture and conservation based eco-tourism issues.



EXHIBIT10: EIGHT POTENTIAL SUSTAINABLE ENVIRONMENT INITIATIVES



1 Foreign Direct Investment; 2 Co-convene with development partners; 3 Payments for Eco-system Services – incentives offered to farmers or landowners in exchange for managing their land to provide some sort of ecological service

I. Advocacy

- 1. Public speeches:** Advocate at local, national and international events on critical issues, e.g., impacts of climate change on agriculture and measures to be taken to ensure food and nutrition security in sustained manner, lack of funding and investment (including government expenditure and Foreign Direct Investment), alternative livelihoods, and awareness on biodiversity, conservation based eco-tourism.
- 2. Annual HRF Climate Smart Conservation Agriculture and Eco-tourism Forum:** Co-convene key stakeholders including government, private and social sector players, donors and communities to evaluate challenges, create consensus, develop a joint action plan and share information and lessons learned.
- 3. Public-private-sector partnerships:** Promote and advocate collaboration opportunities in climate smart conservation agriculture and eco-tourism to foster innovative public-private-sector partnerships.
- 4. Government advocacy:** Advocate the government to raise awareness on barriers such as low awareness on climate change, climate smart agriculture, funding, diversification of community livelihoods, and systematic interventions for revenue generation and standards (e.g., payments for eco-system services, policy review and harmonization, sustainable eco-tourism certification, awards and mainstreaming in relevant sectors).

II. Joint initiatives

5. **Best-in-class models:** Co-develop end-to-end pilot projects with development partners and the private sector in targeted regions, leveraging the network of public universities and community services (e.g., climate smart conservation agriculture in agro-pastoralist areas, sustainable eco-tourism pilots in the Chebere Churchura and Gambella National Parks).

III. Capability-building

6. **Scholarship program and change network:** Empower a cohort of young Ethiopians to pursue studies on climate smart conservation agriculture and eco-tourism at university and involve them in advocacy efforts to create a change network across Ethiopia.
7. **Government capability-building initiatives:** Support government capability-building and enable system development by leveraging innovative experiences and technologies, training, secondments, and volunteering through partners from other countries, the private sector and universities.
8. **African climate smart conservation agriculture and eco-tourism support networks:** Facilitate partnerships between the government, the private sector and universities; leverage the skills, knowledge and best practices of best-in-class countries such as Botswana, Namibia, Tanzania and Kenya.

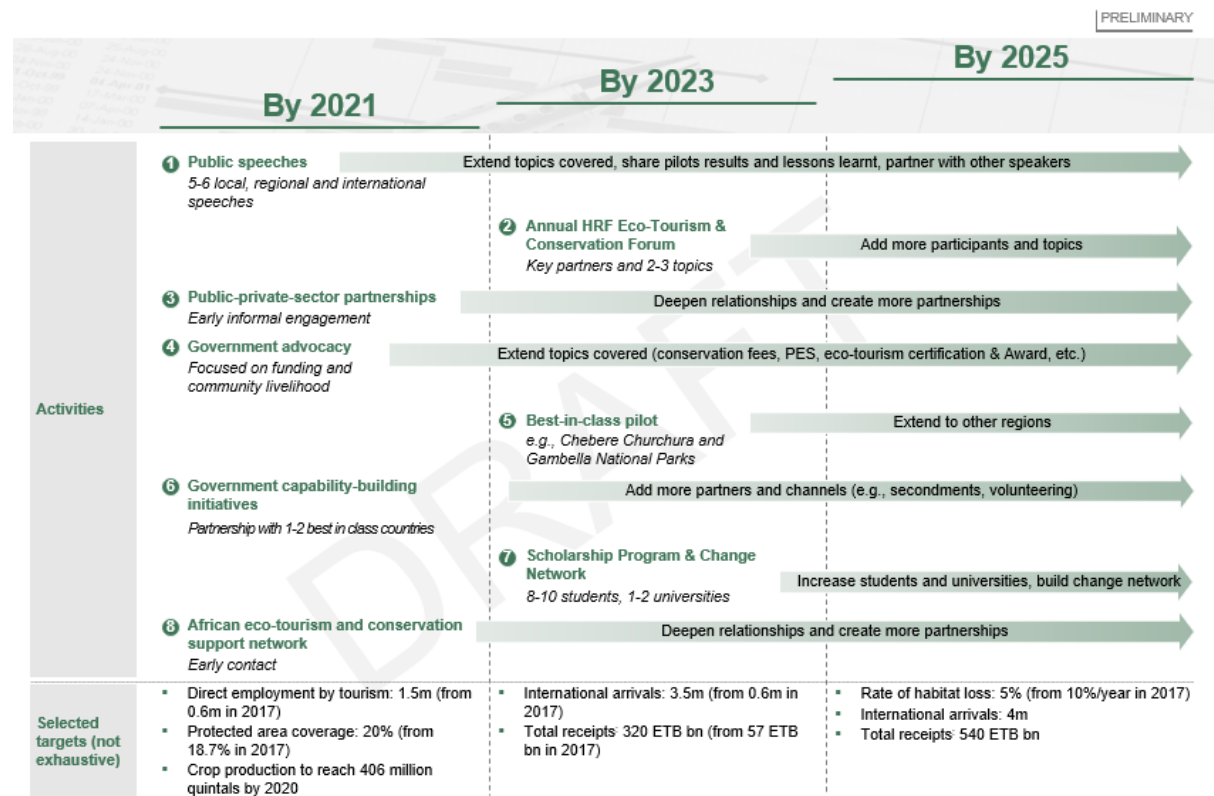
2.2.2 Phasing and milestones

The Foundation will prioritize execution of its initiatives by phasing activities and the geographies over three time horizons (Exhibit 10) and according to the following guiding principles. Again, core activities will focus on Ethiopia until 2025, with potential spill-over effects to the Horn of Africa.

- Build on existing initiatives and partnerships (rather than starting from scratch) to maintain momentum and scale up impact.
- Focus on high-impact/low-resource initiatives during the first two years (e.g., public speeches and government advocacy), and add resource-intensive activities (e.g., best-in-class pilots) once the Foundation has more resources and has achieved concrete results.
- Leverage Ethiopian best practices to set up pilots in high-potential areas that are easy to develop (e.g., leverage the Simien National Park experience to develop the Chebere Churchura National Park pilot, best practices in integrated watershed management to degraded and drought prone areas).
- Add geographies based on their potential to create alternative livelihoods for local communities, especially for women & youth, starting with those that have

concrete options and in an area where conservation of biodiversity is at its highest priority.

EXHIBIT 11: CLIMATE SMART CONSERVATION AGRICULTURE AND ECO-TOURISM ROADMAP TO 2025



SOURCE: Sustainable Tourism Master Plan, World Travel and Tourism Economic Impact Report 2018, National Biodiversity Strategy and Action Plan II, World Bank data

2.2.3 Partnerships

Partnerships are central to the Foundation's work on **climate smart conservation agriculture and eco-tourism**, and it will develop strong relationships with stakeholders across sectors, including:

- **The Government of Ethiopia:** Align with government priorities and targets, and catalyze their efforts and building capabilities; advocate around major barriers (e.g., delivering capacity, funding and policy issues).
- **Academic institutions:** Leverage the network of academic institutions, training & research centers to extend initiatives reach and foster partnerships for joint initiatives, e.g., scholarship programs.
- **Local climate smart conservation agriculture and eco-tourism players:** Co-develop programs with local players (e.g., food and nutrition security groups, conservation groups, climate change groups, tour operators, NGOs), leveraging their on-the-ground experience and perspectives.

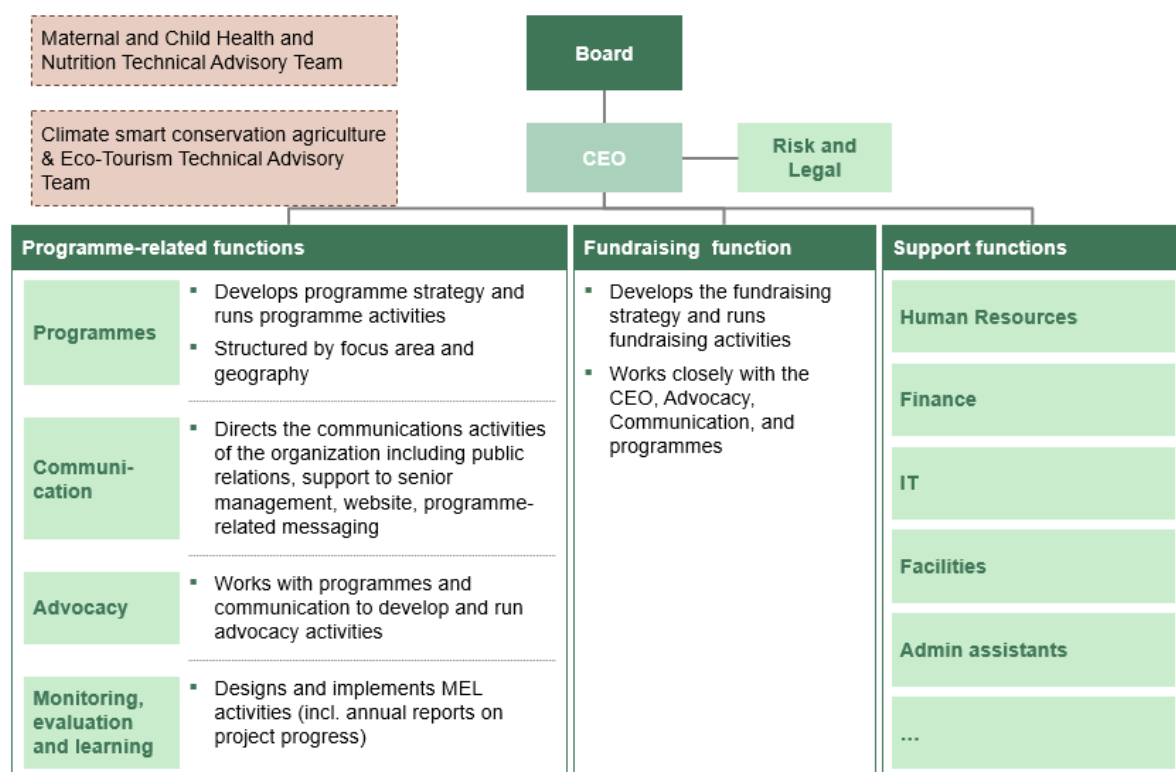
- **Private sector:** Foster partnerships with local and international private-sector players (e.g. Public private partnerships in protected area management, private eco-lodges in East Africa to share experiences and markets) to increase participation in Ethiopia's eco-tourism industry.
- **Governments of best-in-class eco-tourism destinations:** Foster partnerships with countries such as Namibia, Botswana, Tanzania, and Kenya to create opportunities to share knowledge and experience with Ethiopian players (the government, private sector, etc.).
- **International aid and donors:** Engage players (e.g., BMGF, DFID, AGRA, FAO) to mobilize resources in focus areas through funding and technical assistance.
- **Media:** Broadcast across relevant media (electronic, print, and social medias) to extend the reach of wider community and key players in order to promote **climate smart conservation agriculture and eco-tourism**.
- **Community:** Engage communities to understand their challenges, reach consensus on solutions, and support implementation of **climate smart conservation agriculture and eco-tourism** and co-creation of alternative livelihoods with the sense of ownership.

3 Organizational development

3.1 ORGANIZATIONAL STRUCTURE

The Foundation is structured around three functional groups (Exhibit 12).

EXHIBIT 12: THE FOUNDATION'S ORGANIZATIONAL STRUCTURE



- **Program-related functions** include all key functions required to develop and run all regional health, nutrition, climate smart agriculture, conservation based eco-tourism programs, Communication, Advocacy, Monitoring, evaluation and learning (MEL). Advocacy, Communication and MEL report directly to the CEO. Program-related functions will increase as the Foundation expands its activities till reaching 70-80% of our total staff number.
- **Fundraising** has a strong professional team that develops and runs fundraising activities as well as grant management. It will represent 10-15% of our total staff number, which will increase in proportion to program-related activities.
- **Support functions** include Finance (budgeting, financial management, etc.), HR (hiring, learning and development, etc.), IT (hardware and software) and Facilities. They will represent 10-15% of our total staff number and will increase less than proportionally to program-related activities.

The Foundation also has Advisory Teams comprising of program managers and senior experts from key stakeholders. These teams will work with the Board, the CEO and staff members to provide feedback, including knowledge expertise, recommendations on Foundation programs, and links to relevant government representatives and other stakeholders (e.g., communities and implementing partners). The Advisory Teams provide advice but have no final say in any of the Foundation's decisions.

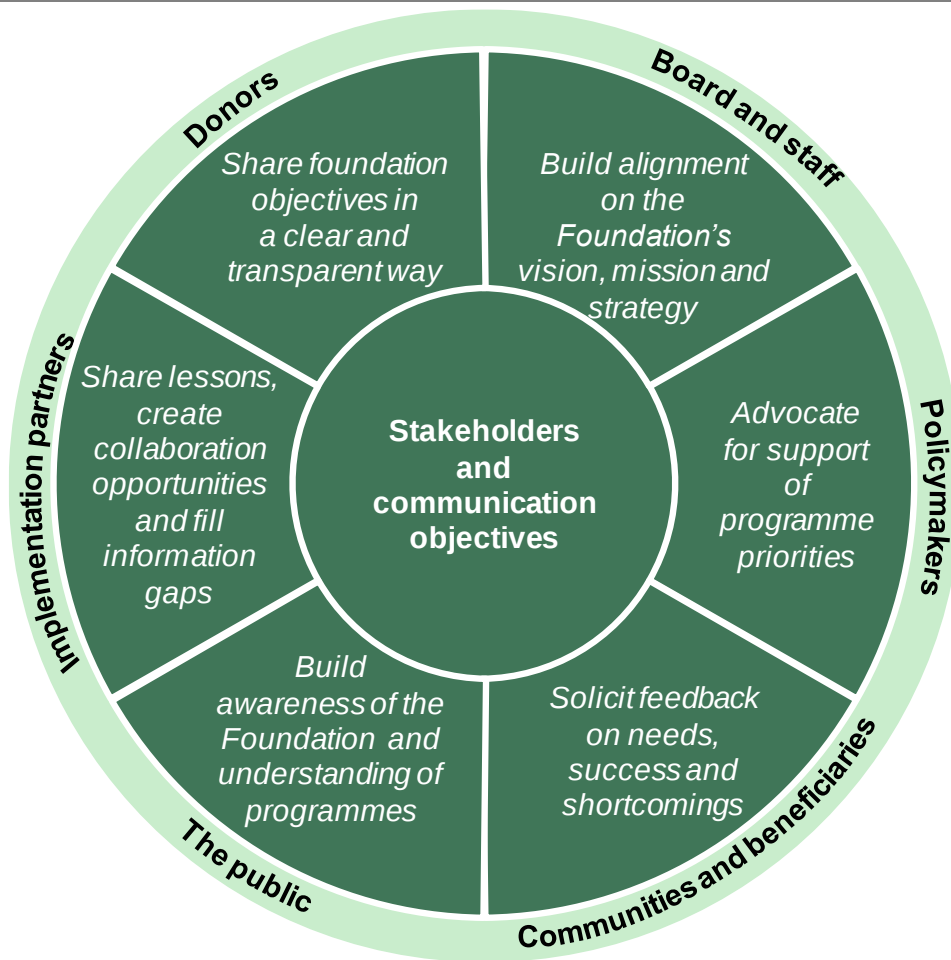
3.2 COMMUNICATION AND BRANDING

The Foundation will reach Ethiopians, communities in the broader Horn of Africa, and the globe at large through a range of channels and cross-cultural communications (in multiple languages). Its branding and communication strategy will support and enable program activities by:

- **Maintaining a strong profile for advocacy.** Branding will help to maintain the Foundation's profile and advocacy at the highest levels. We will share success stories to mobilize political and development players' around the biggest barriers and inspire others to act.
- **Expanding the Hailemariam & Roman Foundation reach and networks.** The Foundation will work directly with development players and communities to help them communicate their work to inspire others.
- **Positioning the Foundation as a reference point for best practice.** The Foundation will share stories and lessons learned from its work, and to foster partnerships and build capabilities in the broader ecosystem.

We will develop a structured communication plan to enable these activities (Exhibit 13).

EXHIBIT 13: COMMUNICATION STAKEHOLDERS AND OBJECTIVES



3.3 BOARD

The Foundation's gender-balanced Board comprises respected individuals who reflect its values and offer guidance. It provides expertise across relevant geographies (Ethiopia and the Horn of Africa), thematic areas (health & nutrition, climate smart agriculture and conservation based eco-tourism) and sectors (public, private, social). The Board approves plans, monitors and reviews performance and implementation of the Foundation's strategy, and members may also play an advocacy role on behalf of the Foundation, support funding efforts, and initiate contact with potential partners.

3.4 RESOURCE MOBILIZATION

The Foundation will mobilize funding from diversified sources to meet the resource needs for undertaking programmatic and institutional capacity building activities. Its

distinctiveness, networks, and various approaches will be used in resource mobilization. The fundraising methods will include:-

Grants and Contracts: identify potential donors, prepare and submit project proposals on areas of common interests for flexible or tied grants.

Fundraising events: holding fundraising events to share best experiences and present compelling business cases to mobilize fund for foundation's programs and operations by inviting government sectors, development partners, private sectors, international NGOs, and wealthy individuals.

Gifts and donations: reach out to individuals, private companies, or philanthropists through websites, events, personal connections, etc. to get contributions in the form of gifts, recurring donations, or lump sums.

Investment income: incomes from shareholdings, direct investment which is related to the Foundation's core activities like eco-lodges, and tour operations as well as local securities that yield financial returns.

Environmental fees: environmental fees for community-based projects in our project areas, such as hydro-power companies paying a small token as part of their social corporate responsibility and environmental restoration, and sugar corporations paying similarly a small token per quintal of sugar toward the development of their surrounding communities.

The foundation will enhance reaching out to international aid agencies leadership, private companies, government officials, philanthropists, and wealthy individuals through different platforms to introduce its strategies, explore potential areas of partnerships and mobilize resources. A funding landscape analysis will be carried out to get insights in developing the fundraising strategy for efficient mobilization of resources.

3.5 MONITORING, EVALUATION AND LEARNING (MEL)

The Foundation will monitor its achievements across each of its focus areas to ensure that they promote a healthy community and a sustainable environment. To do this, we will set up a strong monitoring, evaluation and learning framework for internal tracking and external accountability (Exhibit 14).

EXHIBIT 14: HRF NEEDS TO DEFINE SPECIFIC INDICATORS TO MONITOR;
AND DESIGN TOOLS TO COLLECT AND REPORT THE INFORMATION

PRELIMINARY

Dimension		Example metrics to monitor	Example monitoring tools
Input	Human, financial, and capital resources dedicated to the program	- Financial receipts and spend - Staff time/expertise - Equipment and infrastructure	Accounting information system (e.g., Sage)
Activity	What the program does to fulfill its aims	- Public speaking engagements - Public private partnerships - Improved women health development army (HDA)	- Automated excel based programs activity tracking dashboard - Monthly PowerPoint reports
Output	The direct product of program activities and inputs	- Number of public speaking events attended - Number of private sector engagements; meetings and events organized - Number of HDA training workshops organized	- Automated excel based programs activity tracking dashboard - Monthly PowerPoint reports
Inter-mediate Outcomes	Metrics used to measure outcomes	- Number of policies (and interventions) developed to increase awareness - Private sector partnership leads identified and closed - Number of women trained at workshops	- Automated excel based programs activity tracking dashboard and partnerships leads tracker - Monthly PowerPoint reports
Ultimate Outcome (impact)	The benefit to an individual, community, or society as a result of program output and activities	- Increased advocacy and focus on healthy community and sustainable environment - Reduced reliance on donor funding and increased private sector participation - Improved capabilities and knowledge in the community on HRF focus areas	- Poll surveys to measure attitude change (e.g., STEPs for MCH) - Focus group discussions; community level and leadership level

- **Monitoring.** The Foundation's systematic approach to data collection keeps track of project inputs and outputs. We will define metrics and design tools to collect and report data on a regular basis. The metrics will span the Foundation's activities to quantify results and ensure comprehensive data collection.
- **Evaluation.** The Foundation will review the collected data to develop an in-depth understanding of its performance and determine whether planned activities are on track to meet set targets. It will hold formal annual activity reviews to ensure early and regular correction and synthesize and share its experience through annual reports publicly available to all stakeholders. Extensive metric-based reviews every two years will be held as per set milestones (2021, 2023 and 2025).
- **Learning.** The Foundation will leverage learning opportunities from its experiences to improve the quality of its activities and the impact of its work in the communities it serves. In the long term, the Foundation aims to build a repository of knowledge to share best practices with its partners and position itself as a knowledge leader and thought partner in maternal and child health and nutrition and climate smart agriculture and conservation based eco-tourism.

3.6 PROGRAM PLANNING PROCESS

The Foundation will review and refine program activities annually to ensure that initiatives are aligned to its broader strategic plan (Exhibit 15).

EXHIBIT 15: ANNUAL PROCESS TO SET UP PROGRAMS AND ACTIVITIES



The rigorous and systematic strategy planning process will be critical to support fundraising efforts and reporting to donors. It will:

- Assess progress and ensure Foundation activities focus on the right priorities to maximize impact.
- Leverage lessons learned to recalibrate programs and adapt them to the changing environment.
- Define annual program objectives and a workplan, including priorities, timelines and resources needed.

The planning process has three phases:

- I. Reflection, opportunities and scoping:** Leverage insights from the MEL process and lessons learned from past programs and activities to identify areas where the Foundation could play a role.
- II. Strategy and planning:** Collaborate with different stakeholders (e.g., donors, NGOs, community) to define the scope of the programs and actions; estimate financial requirements to guide fundraising efforts; and involve other players to

obtain alignment and insights on program areas and secure funding and commitment to action.

- III. Execution:** Define a clear work plan and timeline for program activities; prioritize and phase activities based on the guiding principles including estimating the level of effort and funding requirements, advancing ongoing programs, pooling initiatives with synergistic impact, and selecting geographies with significant opportunity for impact.

The annual program planning process is iterative and works in tandem with the MEL process.