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STRATEGIC PLANNING DOCUMENT

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Acronyms and abbreviations

AHEAD	Higher Education and Development
AKA	Association of Kenyans Abroad
ANA	Association of Nigerians Abroad
AU	African Union
CB	Capacity Building
EKTTS	Ethiopian Knowledge and Technology Transfer Society
ETFF	Ethiopian Tree Fund Foundation
HLM	Hibret Le-Limat Ma'ekel
ICT	Information and Communication Technology
IEC	Information, Education & Communication
IOM	International Organization for Migration
MARS	Moroccan Association of Researchers and Scholars Abroad
MDG	Millennium Development Goals
MoCB	Ministry of Capacity Building
MOE	Ministry of Education
MoFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOI	Ministry of Information
MOJ	Ministry of Justice
NEPAD	New Partnership for Africa's Development
P2P	People to People
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
SANSA	The South African Network of Skills Abroad
SDPRP	Sustainable Development and Poverty Reduction Program
TSC	The Tunisian Scientific Consortium
UN-ECA	United Nations Economic Commission for Africa

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SECTION ONE

Introduction

Background

The migration of skilled and educated personnel from developing to developed countries has long been a critical issue and an unsolved development problem. Some studies on émigrés estimate their number around the world to be about 200 million. This number also includes the Ethiopian emigrants throughout the world. According to estimates by the Ministry of Foreign Affairs (MOFA), there are more than one million Ethiopians living outside the country, particularly in North America, Europe and Middle East.

Recent reports of the United Nations Economic Commission for Africa (UNECA) and the International Organization for Migration (IOM) show that thousands of African professionals, including medical doctors, nurses, accountants, engineers, managers and others, leave their home country each year to pursue better prospects in other counties; both in and outside the continent. The same sources indicate that African countries spend more than \$4 billion annually to employ about 100,000 non-African expatriates to fill professional gaps created by migration.

Similarly, the Government of Ethiopia is employing a variety of expatriates to compensate for shortages of skilled human resources in the country. For instance, during the 2004/05 academic year, more than 530 expatriate instructors work in different government higher institutions throughout the country. According to the Ministry of Education (MOE) officials this number is expected to increase. The number of expatriates participating in the different construction projects in the country is also increasing tremendously. Furthermore, the Ministry of Health (MOH) recently announced that more than 80% of medical doctors leave for South Africa, Botswana and the Middle East immediately after graduation. In an effort to prevent this, the MOH has implemented restrictions which delay emigration. However, it is not clear if these restrictions will serve their intended purpose.

As a result of this outward movement of qualified human resources, developing countries like Ethiopia, in fact manifest a deterioration of basic social services as well as slow development of the private sector, thereby heightening their dependence on costly foreign expertise. The prime victims of *brain drain* - the loss of skilled intellectual and technical labor through the movement of such labor to more favorable geographic, economic, or professional environments - are higher institutions of learning. Sometimes a department is forced to close down due to the loss of qualified local instructors.

According to the IOM report, many developing countries' national economies are supported by foreign currency remittances collected from the Diaspora. Different developing countries have different experiences with remittance collection. For instance, between 1998–2003, remittances covered 12.1% of Ethiopia's GDP. This percentage is a little higher than the Sub-Saharan average (11.9%) though less than the developing countries average (14.29%) for the same period. The same source indicates that the degree of contribution of these émigrés to their host country and to their country of origin is incomparable. For example, an African who immigrates to the United States of America contributes 40 times more wealth to it than to their country of origin.

Different research papers show that many developing countries are increasingly tapping to their country of origin émigrés for the development of their country. The development contributions of émigrés not only include foreign currency remittances but also serve as visiting scholars, create

virtual networks, and generally contribute to shaping the direction of the scholarly environment. As the history of some newly industrialized countries like India, South Korea, Hong Kong and Taiwan indicate, members of the Diaspora are powerful social and economic forces. These studies also show how the Diaspora can successfully facilitate the improvement of the overall standard of living in developing countries. They can be positive driving forces for innovation in many sectors of a society.

Recently, there has been a new initiative to tap African expatriates for the development of Africa. The African Union (AU) has invited Africa's Diaspora to actively take part in the region's development. For instance, the priority of the New Partnership for Africa's Development (NEPAD) is to develop Africa's human resources and reverse *brain drain*. African leaders often meet with professional and intellectual émigrés to discuss ways in which they could contribute to their respective country's development.

Like other developing countries, accessing and effectively utilizing Ethiopian Diaspora resources is a viable alternative for Ethiopia in order to accelerate sustainable development and end poverty. Some of the knowledge and skills that the country lacks locally are readily available within the Diaspora. It is therefore important that the Ethiopian government learns from the experiences of other countries, and with the assistance of the UN, NGOs and other bilateral organizations, develops and implements strategies for effective and efficient use of available skills and knowledge in the Diaspora to facilitate the country's development.

Brain Gain by Reversing Brain Drain

Different formal and informal professional networks are emerging to facilitate Diasporas' contribution to their country of origin. These networks encourage Diaspora professionals to network amongst themselves and with others in the country of origin. Though different in experience, they all share the goal of systematically using their expertise to support development efforts in their country of origin.

The traditional strategy toward reducing *brain drain* has been to focus on human capital. National or international policies focus on developing countermeasures to either prevent or regulate the outflow of skills, or cancel negative effects through financial compensation. The approach has not proved effective because it doesn't successfully prevent the outflow of skilled professionals.

A second approach is known as the *return option*. It is designed to make emigration less attractive by offering incentives, such as salaries and infrastructure that are comparable to those in developed countries for highly skilled professionals. This approach has been implemented in newly industrialized countries like India, South Korea, Hong Kong and Taiwan. However, competing with industrialized countries in terms of salary and infrastructure is not easy for most developing countries.

A third approach is the *Diaspora option*. In this approach the resources of the host country are utilized by the Diaspora to support its national development. It represents a different approach toward reducing *brain drain*. *Brain drain* becomes not loss, but *brain gain* for the sending country. Highly skilled expatriates are seen as a pool of useful human resources to the country of origin.

The first and the second approaches have not been very successful for developing countries in reversing *brain drain*. The former is ineffective and the latter requires favorable conditions that are hard to realize for developing economies. The *Diaspora option* is the most viable alternative for the development of initiatives in developing countries. However, the challenge still remains as to

how to effectively and systematically mobilize professional and intellectual resources in the Diaspora that will benefit their country of origin.

Ethiopian Brain Gain Initiatives

According to recent research papers, there are more than forty expatriate knowledge networks around the world. Their purpose is to connect expatriates amongst themselves and with their country of origin. Examples of African-based expatriate networks include Association of Nigerians Abroad (ANA) for Nigerians, South African Network of Skills Abroad (SANSA) for South Africans and Tunisian Scientific Consortium (TSC) for Tunisians.

The objectives of most *brain gain* projects are to

- contribute to boosting human capital in the country
- provide support to encourage young professionals to remain in the country and cooperate with the Diaspora
- strengthen scientific and educational capacities at the national level
- re-establish dialogue between young researchers and members of the Diaspora after years of broken communication
- serve as an entry point for channeling Diaspora resources into the country

In Ethiopia, groups such as the Ethiopian North American Health Professionals Association (ENAHPA), the Ethiopian Knowledge and Technology Transfer Society (EKTTS), the Association for Higher Education and Development (AHEAD), People to People (P2P), the Ethiopian Tree Fund Foundation (ETFF) and others have made efforts to involve members of the Ethiopian Diaspora and friends of Ethiopia in the development of the country. Their plans envisage supporting activities such as the building of schools and hospitals, running short term training programs, supplying books and computers to deprived schools, arranging scholarships to assist students and contributing to environmental protection.

ENAHPA is a prime example of a Diaspora organization that is linking Ethiopian North American Health Professionals with their counterparts in Ethiopia. It arranges medical assistance for needy Ethiopians in the country. AHEAD is dedicated to improving education in Ethiopia. Its objective is to acquire medical books and equipment for Ethiopian medical faculties, provide scholarships to medical students and network with medical faculties. EKTTS has sent hundreds of thousands of books from the American NGO International Book Bank to schools in Ethiopia. P2P is involved in supporting the Ethiopian health sector. The Ethiopian Tree Fund Foundation's focus is on reforestation.

Unfortunately, efforts are somewhat uncoordinated, lacking continuity and predictability. Therefore, it is unrealistic to expect a significant impact on the country's sustainable development.

Government Efforts to Attract and Facilitate Diaspora Input in the Ethiopia's Overall Development

The Ethiopian government is positive and keen to involve members of the Diaspora in its development initiatives. It recognizes the Diaspora as a potentially useful intellectual resource. It has

- established government organs in the Ministry of Foreign Affairs (MoFA) and the Ministry of Capacity Building (MoCB) to address issues and coordinate Diaspora input for the nation's development.
- revised relevant policies by issuing the 270/2002 proclamation which provides additional rights for Foreign Nationals of Ethiopian Origin. Accordingly, Foreign Nationals of Ethiopian Origin have the right to enter the country without an entry visa or live in Ethiopia without a residence permit, be employed in Ethiopia without a work permit and invest as a domestic investor in Ethiopia under current investment laws.
- produced a five year (2005 - 2010) Poverty Reduction Program, namely the Plan for Accelerated and Sustained Development to End Poverty (PASDEP). It is the basis for the achievement of the Millennium Development Goals (MDGs). This five-year plan focuses on human development, rural development, food security, and capacity-building.
- attempted to create an enabling environment by expanding the development of infrastructure of roads and telecommunications and implementing reform programs in different sectors to encourage positive development.

However, government effort alone cannot achieve the PASDEP plan. The government also needs to create a conducive and enabling environment that invites the active participation of stakeholders and development partners.

Hibret Le-Limat Ma'ekel

Hibret Le-Limat Ma'ekel (HLM) is a non-profit, non-governmental development organization that focuses on strengthening human resources and institutional capacity building in identified priority sectors - health, education, agriculture, engineering, biotechnology, social sciences, information technology, trade, industry, management and the youth sector in Ethiopia. Its aim is to facilitate the transfer and utilization of vital knowledge, skills and resources within the Ethiopian Diaspora and friends of Ethiopia to the country, and collaborate with local professionals to support poverty reduction and sustainable and accelerated development; thereby enhancing the well being of Ethiopians.

HLM is organized to operate within the Ethiopia and contribute to sustainable development of the country in partnership with development agencies. HLM is an indigenous non-government organization, locally registered under the provision of Civil Code of Ethiopia of 1960 and under the Association Registration Regulations, Legal Notice No. 321 of 1966. It obtained its legal certificate from the Ministry of Justice of the Federal Democratic Republic of Ethiopia, with registration number 2395, on 11 January 2006.

Attainment of HLM's objectives will depend on availability of enabling policies and administrative frameworks, identification of priorities, willingness and preparedness of local institutions to effectively and efficiently utilize the Diaspora resources, mutual respect, and the Diaspora's willingness and preparedness to share experiences and expertise.

SECTION TWO

Vision, Mission and Values

Vision

HLM envisages the full mobilization and utilization of Diaspora resources to facilitate optimal *brain gain* and capacity building for poverty alleviation and socio-cultural & economic transformation for the livelihood and prosperity of the Ethiopian people.

Mission

HLM supports accelerated and sustainable development of the country by bridging the capacity gap between human resources and institutions. Specifically HLM is dedicated to

- coordinating productive interfacing and synergies between the Diaspora and the government, private sector, civil society, professional and donor organizations and youth in Ethiopia;
- creating enabling means that brings capacity building to institutions in order to increase their absorptive capacity for effective utilization of the Diaspora's input that meets their development goals;
- facilitating and streamlining processes to foster enhanced exchange and transfer of knowledge, skills and technology in various priority areas.

Values

HLM's core values are

- needs and problem solving - based, efficient and sustainable,
- professional and committed to excellence,
- transparent and publicly accountable,
- participatory and people – centered,
- voluntary, tolerant and mutually respectful,
- dynamic,
- inclusive and empowering.

HLM Broad Strategic Objectives

HLM's broad strategic objective is to bring about basic socio-cultural and economic transformation in the livelihood and prosperity of Ethiopian people. HLM will be a prominent and recognized development partner and aims to

2007 – 2010

- be the dependable and efficient entry point for the incremental channeling of Diaspora resources into the country.

2011 – 2015

- see the realization of a sustainable national policy, systems and infrastructure that facilitates and coordinates the mobilization and utilization of Diaspora resources for maximum *brain gain*,
- coordinate and contribute to creating synergy and harmony among different development organizations for sustainable skill, knowledge and technology transfer from the Diaspora and Friends of Ethiopia.

2016 – 2020

- play a lead role in networking that shares and replicates best practices and experiences and facilitates maximum *brain gain* for the benefit of the sub-region and the continent.

SECTION THREE

Stakeholders' and Collaborators' Analysis

Stakeholders' analysis

No	Stake Holder	Important	Expectations	Consequences of not meeting the expectations	Necessary action
1	Ministry of Justice		<ul style="list-style-type: none"> ▪ Perform as per the charter ▪ Timely report 	<ul style="list-style-type: none"> ▪ Cancellation of registration certificate 	<ul style="list-style-type: none"> - Perform as per the mandate and charter - Produce timely report
2	Ministry of Foreign Affairs		<ul style="list-style-type: none"> ▪ Cooperation and support ▪ Exchange of information and feedback ▪ Policy inputs ▪ Timely report 	<ul style="list-style-type: none"> ▪ Failure to meet HLM objectives ▪ Failure in facilitating the matching practices 	<ul style="list-style-type: none"> - Participation in the required forum - Work in collaboration - Provide policy input
3	Ministry of Capacity Building		<ul style="list-style-type: none"> ▪ Cooperation and support ▪ Exchange of information and feedback ▪ Policy inputs ▪ Timely report 	<ul style="list-style-type: none"> ▪ Failure to meet HLM objectives ▪ Failure in facilitating the matching Practices 	<ul style="list-style-type: none"> - Participation in the required forum - Work in collaboration - Provide policy input
4	Ministry of Education including Universities and research Institutions		<ul style="list-style-type: none"> ▪ Long term and short term support on <ul style="list-style-type: none"> - Educational Materials - Human Resource CB - Institutional CB ▪ Provision of inputs on Policy, System and Curriculum issues ▪ Virtual & Distance education programs ▪ Joint research programs with other International institute 	<ul style="list-style-type: none"> ▪ The brain drain may continue ▪ Development questions of the society may not benefit from Diaspora resources ▪ May not utilize the Intellectual input from Diaspora and friends of Ethiopia 	<ul style="list-style-type: none"> - Create professional network among local and Diaspora members - Provision of short term, Virtual, distance, sequenced and long term knowledge and technology transfer for higher education & teacher training programs - Participate Universities & colleges' institutional CB - Facilitate Institutional network to conduct Joint research proposal among local and International Training & Research centers - Provide policy input.
5	Ministry of Health		<ul style="list-style-type: none"> ▪ Long term and short term support on <ul style="list-style-type: none"> - Human Resource CB - Technology Transfer - Institutional CB - Service provision in specialized hospitals ▪ Facilitated Virtual service provisions. ▪ Provide policy input 	<ul style="list-style-type: none"> ▪ Major health problems of the country may not be effectively addressed ▪ The brain drain will be continued ▪ The Reversing Ethiopian brain drain process may lag 	<ul style="list-style-type: none"> - Assess the knowledge & technological gap in providing solution for major health problems in the country - Facilitate short term and long term forms service provision in specialized hospitals - Participate in Institutional CB to strengthen hospitals - Facilitate technology transfer for installing up-to-date technologies in the hospital - Create professional technical network among local & Diaspora professional associations
6	Ministry of Agriculture & Agricultural Research Institutions		<ul style="list-style-type: none"> ▪ Long term and short term support on <ul style="list-style-type: none"> - Technology Transfer - Knowledge transfer - Service provisions in research centers ▪ Institutional capacity building ▪ Facilitate Joint research with other International institute 	<ul style="list-style-type: none"> ▪ The brain drain will be continued ▪ Reversing Ethiopian brain drain process may lag ▪ Effort to alleviate drought & famine may not be effective; 	<ul style="list-style-type: none"> - Assess the technological gap for conducting Agricultural Research in the country - Create network between local & international Agricultural Research Centers for Joint research proposal - Facilitate technology transfer for installing up-to-date technologies in the hospital - Participate in Institutional CB of local agricultural research centers - Organize short & long term and virtual knowledge and technology transfer programs
7	Ministry of Infrastructure		<ul style="list-style-type: none"> ▪ Long term and short term support on <ul style="list-style-type: none"> - Technology Transfer - Knowledge transfer 	<ul style="list-style-type: none"> ▪ The virtual and distance learning programs facilitated by HLM 	<ul style="list-style-type: none"> - Assess the technological gap and participate in the knowledge & technology transfer - Establish professionals Networks

			<ul style="list-style-type: none"> ▪ Institutional capacity building 	<ul style="list-style-type: none"> may not be realized ▪ Major development issue may not be achieved in anticipated periods 	<ul style="list-style-type: none"> - Participate in Institutional CB
8	Ministry of Culture and Youth (MCY), Regional & National Youth association and Schools		<ul style="list-style-type: none"> ▪ Cultural & Information exchange ▪ Role models in different disciplines ▪ Policy input 	<ul style="list-style-type: none"> ▪ Block the opportunities of youngsters in the Diaspora to learn their cultural heritage & disconnect them from their roots ▪ Lack of role models for young Ethiopians in the country 	<ul style="list-style-type: none"> - Facilitate team work and joint project between young Ethiopians in the country and Diaspora - Prepare Sequential & virtual programs for school children - Networking & partnership
9	Donor organizations & Supporters – which includes Community Donors, Development partners, Institutional donors, Volunteers and supporters		<ul style="list-style-type: none"> ▪ Prepared developmental needs of the society ▪ Serving as a link ▪ Networking and collaboration for synergy and support ▪ Project based approach with donors ▪ Gain donors confidence 	<ul style="list-style-type: none"> ▪ Unable to tap and mobilize resource available for development of the country ▪ Failure in assisting the society ▪ Have significantly negative effect on the pace of development of the country 	<ul style="list-style-type: none"> - Improve partnership and synergies among government, donor organizations and Diaspora - Prepare Advocacy programs on identified priorities of societal needs - Serving as a link or have close collaboration in planning, programming, resource mobilization monitoring and evaluation activities - Create Network and Partnership with Community Donors, Development partners, Institutional donors, Volunteers and supporters - Deliver timely report
10	Civil Service Organizations		<ul style="list-style-type: none"> ▪ Long term knowledge transfer on quality service delivery ▪ Policy input in introducing new systems, processes, procedures, methods, tools, and techniques 	<ul style="list-style-type: none"> ▪ The public service organizations may not benefit from the Diaspora's involvement due to Bureaucratic red tapes, 	<ul style="list-style-type: none"> - Research and proposals of new systems, processes, procedures, methods, tools, and techniques in civil service organizations - Provision of short term, sequenced and long term knowledge and technology transfer on quality service delivery
11	Ministry of Trade & Industry, and small and large scale industries		<ul style="list-style-type: none"> ▪ Long term and short term support on <ul style="list-style-type: none"> - Technology Transfer - Institutional CB - Small and large scale industries knowledge and skills transfer ▪ Policy input ▪ New joint ventures 	<ul style="list-style-type: none"> ▪ Potentials of the Diaspora in addressing major development priorities of the society may not be fully utilized in a sustainable manner 	<ul style="list-style-type: none"> - Provision of continuous short term and long term knowledge and technology transfer - Participate in Institutional CB of small and large scale industries - Market searching for small and large scale industries of the country
12	Members of the Diaspora		<ul style="list-style-type: none"> ▪ Facilitated short term, sequenced and long term support programs both virtual and physical participation through visits ▪ Awareness creation ▪ Engagement in institutional and HR capacity building ▪ Youth cultural and experience exchange 	<ul style="list-style-type: none"> ▪ Benefit of the country from these group may be very low while they are willing 	<ul style="list-style-type: none"> - Develop and maintain updated database of qualified Ethiopians and friends of Ethiopia - Facilitation of virtual, short term, sequenced & long term development programs - Improve the circulation of actual development issue with in the Diaspora
13	Society at large		<ul style="list-style-type: none"> ▪ Prepared platform for dialogue 	<ul style="list-style-type: none"> •Lack of common understanding between public, experts and decision makers 	<ul style="list-style-type: none"> - Prepare platform for dialogue on Social economical, cultural and poverty reduction issues

Collaborators' Analysis

S/N	Name of collaborators	Area of collaboration	Importance/benefit
1	Ethiopian community & Ethiopian embassies in different Countries	<ul style="list-style-type: none"> ▪ Jointly working for Planning, Programming resource mobilization ▪ Information exchange ▪ Jointly working for awareness creation on Reversing Ethiopian brain drain ▪ Support in resource mobilization 	<ul style="list-style-type: none"> ▪ Using their network to reach the Diaspora for resource mobilization & Advocacy ▪ Increase the efficiency and effectiveness of the program
2	Ethiopian Airlines, Hotels and tourism institutions	<ul style="list-style-type: none"> ▪ Facilitation of Diaspora knowledge and technology transfer activities ▪ Support and active participation 	<ul style="list-style-type: none"> ▪ Cost sharing for providing tickets, hotel accommodation etc for the Diaspora participants ▪ Input to facilitate activities- including advocacy and promotion.
3	MOI (Ministry of information) and Media and advocacy Agents	<ul style="list-style-type: none"> ▪ Jointly working on <ul style="list-style-type: none"> - Outreach programs for the beneficiaries and donor - Information dissemination, Awareness creation & Advocacy program - Consultation dialogue social, economic, cultural and poverty reduction issue - Provision of platform for exchange of knowledge and ideas 	<ul style="list-style-type: none"> ▪ Facilitating information dissemination process ▪ Strengthen the Awareness of both donors and beneficiaries towards the programs and project of HLM ▪ Increase the number of Community Donors and Development partners, who are participate in HLM projects
4	Institutions and NGOs working on virtual connection, like Africa Virtual University (AVU)	<ul style="list-style-type: none"> ▪ Networking and partnership ▪ Resume programs like <ul style="list-style-type: none"> - Tele-management - Telemedicine - School online ▪ Information exchange 	<ul style="list-style-type: none"> ▪ Capacity building ▪ Facilitate repatriation of technology and knowledge from the Diaspora
5	Regional organizations such as the AU, NEPAD, African Commission	<ul style="list-style-type: none"> ▪ Networking and partnership ▪ Closely collaborate <ul style="list-style-type: none"> - In development issues of the country - Diaspora resource mobilization ▪ Experience and information sharing 	<ul style="list-style-type: none"> ▪ Capacity building ▪ Experience and Information sharing
6	Bilateral and international organizations like: UN, UNICEF, UNDP, UNFPA, WB, UNESCO, FAO, ECA (UN Agencies), SIDA, CIDA, USAID, DFID, GTZ, NORAD...	<ul style="list-style-type: none"> ▪ Networking and partnership ▪ Closely collaborate <ul style="list-style-type: none"> - In development issues of the country - Diaspora resource mobilization ▪ Experience and information sharing ▪ Support and sponsorship 	<ul style="list-style-type: none"> • Capacity building • Experience and Information sharing • Promote synergy
7	Organizations like IOM, ILO,	<ul style="list-style-type: none"> ▪ Collaboration and networking ▪ Information exchange ▪ Advocacy, support and partnership and networking 	<ul style="list-style-type: none"> • Capacity building ▪ Experience and Information sharing ▪ Promote synergy
8	CRDA (Christian Relief and Development Association)	<ul style="list-style-type: none"> ▪ Collaboration and networking 	<ul style="list-style-type: none"> - Facilitation of outreach programs through its network
9	Association working on Diaspora, like ENAHPA, AHEAD, ETA, EKTTS, People to People, Lem-Ethiopia, Ethiopian Tree Fund Foundation (ETFF), etc)	<ul style="list-style-type: none"> ▪ Network and partnership for synergy ▪ Information and experience exchange 	<ul style="list-style-type: none"> ▪ Reduce duplication of efforts ▪ Run for better future of the society ▪ Increase the efficiency and effectiveness of the program ▪ Promote synergy
10	Local and Diaspora Professional associations and Societies;	<ul style="list-style-type: none"> ▪ Professional Network for knowledge & technology transfer ▪ Jointly working in identifying primary need of the country 	<ul style="list-style-type: none"> ▪ Capacity building ▪ Experience and Information sharing ▪ Accelerated and facilitated policies and processes
11	Civil society institutes	<ul style="list-style-type: none"> ▪ Networking and partnership ▪ Collaboration 	<ul style="list-style-type: none"> ▪ Make HLM programs and projects the agenda of the people ▪ Implementation of productive development projects for Women, Youths, Association for the Disables, etc.,
12	Faith based (religious) institutions	<ul style="list-style-type: none"> ▪ Networking and partnership 	<ul style="list-style-type: none"> ▪ Use their network & influential power for project implementation

SECTION FOUR

SWOT Analysis and Strategic Issues

INTERNAL ENVIRONMENT ANALYSIS

Factors	Strength	Weakness	Necessary Action
Board of Management & General Assembly)	<ul style="list-style-type: none"> - Commitment of members to serve the HLM - Critical mass of knowledge - Able to mobilize a huge number of Diaspora 		<ul style="list-style-type: none"> Motivation - Build their capacity - Preserve the stability of members of board of management
Executive committee	<ul style="list-style-type: none"> - Commitment and competence in management 	<ul style="list-style-type: none"> - Insufficient resources 	<ul style="list-style-type: none"> - Create network with national and International org., different Embassies of Ethiopia, Ethiopian Community, organization working on Diaspora for Resource mobilization - Work closely with MCB, MFA, MOJ and different Embassies of Ethiopia Create a system that ensure - Create system that enable to: <ul style="list-style-type: none"> - Relatively smooth and friendly relationship b/n the management & employee - Mutual respectful, inspiring and motivating - Further promoting their values
Structure	<ul style="list-style-type: none"> - Simple and flexible to facilitate implementation and management of HLM activities 	<ul style="list-style-type: none"> - Not tested in actual situation 	<ul style="list-style-type: none"> - Adjust the structural setup to the identified critical issues
Human Resource Management	<ul style="list-style-type: none"> - Competence, integrity and transparency 	<ul style="list-style-type: none"> - Not well established 	<ul style="list-style-type: none"> - Invite (raise) volunteers in the country - Have HR recruitment and retaining policies - Have financial, human and material resources administrative manuals
Monitoring & Evaluation System	<ul style="list-style-type: none"> - Intention of implementing in Project based and institutional M&E 	<ul style="list-style-type: none"> - Not tested in actual situation 	<ul style="list-style-type: none"> - Establish and maintain Project based and institutional M&E system that ensure transparency and accountability
Skill	<ul style="list-style-type: none"> - Using volunteers skills 	<ul style="list-style-type: none"> - Not well developed Volunteerism culture in the society 	<ul style="list-style-type: none"> - Plan and implement capacity building measures on continues basis
Resource	<ul style="list-style-type: none"> - Mobilization from partners, donors, income generating activities and membership fees 	<ul style="list-style-type: none"> - Lack of consistency 	<ul style="list-style-type: none"> - Establish a systematic fund mobilization scheme for covering its operating cost - Introduce efficient resource utilization system
Financial Management system	<ul style="list-style-type: none"> - Adequacy to implement activities 	<ul style="list-style-type: none"> - Not tested in actual situation 	<ul style="list-style-type: none"> - Assess, establish and adopt possible income generation schemes - Introduce efficient, transparent & accountable financial management system
Service delivery	<ul style="list-style-type: none"> - Having the appropriate strategy (Networking, and training) 	<ul style="list-style-type: none"> - Not tested in actual situation 	<ul style="list-style-type: none"> - Establish Priority based, equitable Accountable, Cost Effective, efficient, effective and impactful & transparent service delivery
External relations with Service users Federal & Regional organization, Donors, etc	<ul style="list-style-type: none"> - Having the right structure 	<ul style="list-style-type: none"> - Not tested in actual situation 	<ul style="list-style-type: none"> - Proactive approach on program / project based partnership - Conduct continues information, education and communication programs

EXTERNAL ENVIRONMENT ANALYSIS

	Opportunity	Threat	Necessary action
POLITICAL	<ul style="list-style-type: none"> ▪ Practicing democratic process in the country ▪ Existence of favorable government policy (SDPRP) & proclamations (270/94) ▪ Degree of willingness of government to organize & participate members of the Diaspora in the development activities ▪ The government willingness to implement MDGs ▪ The existence of development partners like regional and Bilateral and multilateral organizations ▪ Willingness of members of Diaspora to participate in the development activities ▪ Existence of Diaspora desk in regional states organizational structure 	<ul style="list-style-type: none"> ▪ Inadequate political support from high level government body ▪ Limited facilitation effort on the side of Central coordinating body ▪ Limited publicity locally and Diaspora ▪ Disorganized efforts of Diaspora and lack of networking ▪ Condescending attitude by Diaspora members ▪ Limited understanding of Local institutions about the opportunities that exist in the Diaspora ▪ Misconception and misinterpretation of local professionals 	<ul style="list-style-type: none"> ▪ Continuous platform discussion ▪ Advocacy programs for policy makers, at federal and regional level ▪ Awareness creation program for members of Diaspora and local institutions about HLM programs ▪ Work in collaboration with policy makers to strengthening a national coordinating group ▪ Work in collaboration with investment authority and MoFA to facilitate investment opportunities of Diaspora ▪ Develop strategy to work as a partner with regional, Bilateral, Multilateral organizations ▪ Research based feedback for policy makers and executive on Diaspora related policies & their implementations
ECONOMICAL	<ul style="list-style-type: none"> ▪ The trend of globalization ▪ Implementation of free market economy in the country ▪ The number and diversity of qualified and experienced members of Diaspora ▪ The expansion of private and government colleges and health cares 	<ul style="list-style-type: none"> ▪ Poverty and backwardness level of the country ▪ Lack of financial support to increase the number of Diaspora members involvement in development issues ▪ Donor dependency in major development activities ▪ Limited understanding of Local institutions about the opportunities that exist in the Diaspora 	<ul style="list-style-type: none"> ▪ Introduce integrated & sustainable poverty reduction projects in different sectors ▪ Work with partnership with national and international donor organizations which working on the reverse brain drain ▪ Support newly grown private and government colleges and Health care institutions ▪ Awareness creation program for local institutions about HLM programs
SOCIO-CULTURAL	<ul style="list-style-type: none"> ▪ Face of Ethiopian in the eyes of the world ▪ The government effort to provide quality education, health, and other services like clean water supply, transportation access, etc ▪ Influential role of the faith based (religious) institutions ▪ Cultural and experience exchange among youth 	<ul style="list-style-type: none"> ▪ Sustainability and problem solving nature of those projects ▪ Inadequate documentation experiences ▪ The level and the standard of social service provision in the country ▪ Existence of under-utilized and less exposed young Ethiopians in the Diaspora and locally 	<ul style="list-style-type: none"> ▪ Actively participate on government projects of social services like, in provision of quality education, health, clean water, road infrastructure development and other services ▪ Research based proposal for policy makers on social services provision improvement ▪ Joint forum for regulator, policy executors, society and members of Diaspora on social services provision ▪ Design an effective strategy that enable Diaspora to work in harmony with local professionals and community ▪ Use the influential role of the faith based (religious) institutions ▪ Building friendship among local and Diaspora youth at a young age, for enhanced and lasting future collaboration

TECHNOLOGICAL	<ul style="list-style-type: none"> ▪ Expansion of ICT infrastructure in the country ▪ The introduction of Telemanagement, Telemedicine, school on line, video conferencing and other virtual connection ▪ The implementation of wordanet & school net-projects in the country ▪ Exposure to and transfer of new and relevant technology 	<ul style="list-style-type: none"> ▪ Traditional ways of work and life in the country ▪ Limited access to Information technological devises in the country ▪ Limited degree of ICT utilization culture because of limited IT applications /content/ in the country ▪ Lack of technological knowledge 	<ul style="list-style-type: none"> ▪ Support the diasporas' development projects which are using existing ICT infrastructure (worda net & school net) ▪ Organize virtual knowledge & technology transfer projects which support Education, Health, Business sector ▪ Organize an ICT knowledge and technology transfer project ▪ Research based impact assessment on ICT infrastructure expansion for policy makers
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SECTION FIVE

Major Strategic Gap & Strategic issues

Major Identified Strategic Gaps

The following are identified gaps that lead to the strategic issues of the HLM in each specified period.

Internal Factors

- i.* need for full-fledged and standardized administrative working systems, organizational skills (technical & material) and structures for HLM,
- ii.* limited financial, technical & logistic support for increasing numbers of the Diaspora participating,
- iii.* need for mobilization of resources for operational activities.

External Factors

- iv.* need for mobilization of financial resources for projects,
- v.* increasing demand for new knowledge, skills & technology in the country,
- vi.* shortage of qualified human resources,
- vii.* limited institutional capacities in the country,
- viii.* inadequate policies and need for more concrete political support to effectively harness Diaspora resources that can contribute to the development of the country,
- ix.* limited cooperation and integration among different executive bodies working in areas of Diaspora resource mobilization and government,
- x.* limited networks between professional associations found locally and those in the Diaspora,
- xi.* limited institutional networks that conduct joint research among local and international training & research,
- xii.* lack of continuity in implementation of *brain gain* projects in the country,
- xiii.* limited development and access for utilizing ICT infrastructure,
- xiv.* lack of comprehensive and up-to-date databases on Ethiopian expatriates and the country's resource needs,
- xv.* inadequate documentation and sharing of experiences on mobilizing and utilizing Diaspora resources,
- xvi.* limited discussions for exchange of ideas between the Diaspora, professionals in the country, stakeholders, potential beneficiaries and the public,

- xvii.* misconceptions and limited awareness about the utilization of Diaspora input for national development,
- xviii.* inadequate availability of comprehensive and up-to-date information to the Diaspora on national policies, priority areas and processes in relation to Diaspora participation for country's development.

Strategic Issues

❖ Capacity Building

To maximize *brain gain* and the Diaspora's contribution for development through a well studied system of development and implementation of institutional & human resource capacity building programmes for both HLM and actual implementers.

❖ Knowledge, Skill & Technology Transfer and Exchange

To enhance sustainable development of the country by identifying, prioritizing, mobilizing, facilitating and coordinating human, material and financial resources for knowledge, technology and cultural transfer and exchange.

❖ Networking and Partnership

To avoid duplication of efforts and achieve the identified development goals through the strengthening of networks and coordination among different organizations working in the reversing *brain drain* for strategic and sustainable knowledge and technology transfer.

❖ Information, Education & Communication (IEC) and Advocacy

To develop and implement systematic communication strategies that would enhance the implementation of knowledge and technology transfer projects through strong internal and external public relations work, advocacy and awareness creation programmes and other communication channels for addressing policy makers, development partners, local professionals, beneficiary institutes, youth private sector and civil society partners, professional associations and networks, and members of Diaspora and friends of Ethiopia.

❖ Needs Assessment, Operational Research and Analysis

To ensure continuous improvement in HLM's programs and projects and to address the problems of the community successfully through needs assessment, operational research and analysis.

❖ Monitoring, Evaluation and Feedback

To ensure the effectiveness of HLM's program implementation through policy implementation evaluation, process assessment, impact analysis and monitoring and evaluation of on going and upcoming projects on a continuous basis to generate problem solving ideas and new initiatives.

SECTION SIX

HLM Strategic Goals and Objectives 2007 - 2010

I. Capacity Building

Goal -1: To develop fully-fledged and efficient administrative and working systems for HLM.

Objective 1: Develop organizational structures, staffing plans, job descriptions and salary scales of HLM

Objective 2: Develop financial, human and material resources, administrative manuals and procedures

Objective 3: Mobilize finance support for HLM for day - to - day operations

Goal 2:- To develop and maintain updated database on supply of Diaspora resources and needs of benefiting institutions

Objective 4: Develop and maintain a database on volunteer experts from the Diaspora & locally from different priority sectors

Objective 5: Develop and maintain a database on the needs of benefiting institutions in different priority sectors

Objective 6: Gather and maintain a database for facilitating investment and other opportunities for the Diaspora and friends of Ethiopia in the country

Goal 3:- To support strengthening the capacity of local institutions related to Diaspora participation

Objective 7: Support strengthening the capacity of Diaspora coordinating sections of MOFA, MCB federal and regional administrations.

Objective 8: Create a system that enables local and international training & research center to conduct joint research

Objective 9: Create a system that enables young Ethiopians in the country and Diaspora to work as a team on joint projects

II. Knowledge & Technology Transfer and exchange

Goal -1: To transfer knowledge and technology

Objective1: Identify the priority sectors including health & higher education for knowledge and technology transfer projects

Objective 2: Coordinate the implementation of knowledge and technology transfer projects in identified priority areas

Objective3: Facilitate the preparation of Joint research proposal among local and international training & research centers

Objective 4: Facilitate team work and joint projects between young Ethiopians in the country and the Diaspora

Objective 5: Support productive development projects in the local community

Objective 6: Participate in government institutional capacity building programs for selected priority areas

Goal -2: To support resource mobilization

Objective 4: Mobilize needed human, financial and material resources from various sources

III. Networking and Partnership

Goal 1:- To create networks among different development partners

Objective 1: Facilitate institutional links between institutions locally and abroad (Education, Research and Development and Training Centers and Specialized Services in the Health Sector)

Objective 2: Create and maintain professional technical networks between local and Diaspora professional associations including youth

Objective 3: Create and improve networks and partnerships among different development actors dealing with *brain gain*

Objective 4:- To strengthen the public and private partnerships involving the Diaspora

IV. Education, communication and information (IEC) & Advocacy

Goal -1: To increase awareness of beneficiary organizations, donors and supporters

Objective 1: Organize awareness creation campaigns for targeted groups including policy makers, the public, youth, donor organizations, NGOs, development partners, the private sector, Government bodies, beneficiary organizations, local professionals, and other concerned bodies

Objective 2:- Conduct advocacy programs on identified & mainstreamed priorities of societal needs to donors, development partners, institutional donors, volunteers and supporters, members of the Diaspora & Friends of Ethiopia

Objective 3: Organize knowledge and experience sharing programs on project implementation among different actors

Objective 4: Organize platform discussions on policy issues between different stakeholders

Objective 5: Prepare training and orientation opportunities for members of the Diaspora

Objective 6:- Organize a joint forum for regulators, policy executors, society and members of the Diaspora on social services provision in the country

Objective 7:- Organize regular awareness creation programs for the public about the implementation of knowledge and technology transfer projects.

Goal -2: To improve information exchange among the Diaspora and local institutions on opportunities and priorities

Objective 7: Publicize the achievement of HLM to the members of the Diaspora, stakeholders and the society at large through websites, print media, electronic media and other means of communication.

Objective 8: Share experiences and lessons learned with institutions in the country, sub-regionally, continentally and globally

V. Needs Assessment, Operational Research and Analysis;

Goal -1: To continuously improve the Ethiopian *brain gain* project implementation strategy

Objective 1: Under take situational analysis to have base line information about the implementation of knowledge & technology transfer projects

Objective 2: Provide research based feedback for policy makers, government bodies and implementers on implementation and policy adequacy of *brain gain* projects in Ethiopia.

Objective 3: Prepare for and update on current skills, knowledge and technology gaps in different sectors of the country.

VI. Monitoring, Evaluation and Feedback

Goal 1 – To implement efficient project monitoring and evaluation systems

Objective 1: Introduce efficient appraisal systems for HLM projects and participants

Objective 2: Organize experience sharing on project assessment, tracking and self-evaluation

Objective 3: Introduce reward and recognize programs to those participating in HLM projects individually and institutionally

SECTION SEVEN

Implementation Plan 2007 - 2010

VII. Capacity Building

Goal -1: To develop fully-fledged and efficient administrative and working systems for HLM.

Objective 1: Develop organizational structures, staffing plans, job descriptions and salary scales of HLM

Objective 2: Develop financial, human and material resources, administrative manuals and procedures

Objective 3: Mobilize finance support for HLM for day - to - day operations

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
1	Develop organizational structure, ...	Nos. of Volume	1	Executive Committee	xxx						
2	Develop administrative manuals..	#of Volume& content	3 manuals	Executive Committee	xxx						
3	Financial resources mobilization	- No of sources - Amount of fund	-- per year	Fund raising	xxx	Xxx	xxx	xxx			

Goal 2:- To develop and maintain updated database on supply of Diaspora resources and needs of benefiting institutions

Objective 4: Develop and maintain a database on volunteer experts from the Diaspora & locally from different priority sectors

Objective 5: Develop and maintain a database on the needs of benefiting institutions in different priority sectors

Objective 6: Gather and maintain a database for facilitating investment and other opportunities for the Diaspora and friends of Ethiopia in the country

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
4	Volunteer resource person database	- No. of sectors - No. of volunteers	--- per year	ICT & PR & Advocacy	xxx	xxx	xxx	xxx			
5	Country's need database	- No. of updated records	-- per year	ICT & PR & Advocacy	xxx	xxx	xxx	xxx			
7	Database of Potential investment areas for Members of Diaspora	- No. of updated records	-- per year	ICT & PR & Advocacy	xxx	xxx	xxx	xxx			

Goal 3:- To support strengthening the capacity of local institutions related to Diaspora participation

Objective 7: Support strengthening the capacity of Diaspora coordinating sections of MOFA, MCB federal and regional administrations.

Objective 8: Create a system that enables local and international training & research center to conduct joint research

Objective 9: Create a system that enables young Ethiopians in the country and Diaspora to work as a team on joint projects

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
7	Diaspora sections CB	-No. of supports	---per year	Project office	xxx	xxx	xxx	xxx			
8	Create a system for Local and International Training & Research centers	- No. of proposals	---per year	Project office	xxx	xxx	xxx	xxx			
19	Create a system for Young Ethiopians team work and joint project between	- No. of projects	---per year	Project office	xxx	xxx	xxx	xxx			

VIII. Knowledge & Technology Transfer and exchange

Goal -1: To transfer knowledge and technology

Objective1: Identify the priority sectors including health & higher education for knowledge and technology transfer projects

Objective 2: Coordinate the implementation of knowledge and technology transfer projects in identified priority areas

Objective3: Facilitate the preparation of Joint research proposal among local and international training & research centers

Objective 4: Facilitate team work and joint projects between young Ethiopians in the country and the Diaspora

Objective 5: Support productive development projects in the local community

Objective 6: Participate in government institutional capacity building programs for selected priority areas

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
1	Priority sectors and areas identification	- No. of projects	---per year	Project office	xxx	xxx	xxx	xxx			
2	Knowledge and Technology Transfer projects coordination	- No. of projects	---per year	Project office	xxx	xxx	xxx	xxx			
3	International Training & Research centers joint proposal	- No. of projects	---per year	Project office	xxx	xxx	xxx	xxx			
4	Young Ethiopian (Local & Diaspora) joint project	- No. of projects	---per year	Project office	xxx	xxx	xxx	xxx			
5	local community development projects	- No. of projects	---per year	Project office	xxx	xxx	xxx	xxx			
6	Government institutional capacity building support	- No. of support	---per year	Project office	xxx	xxx	xxx	xxx			

Objective 4: Mobilize needed human, financial and material resources from various sources

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
4	human, financial and material resources mobilization	- Amount of mobilization	---per year	Project office	xxx	xxx	xxx	xxx			

III- Networking and Partnership

Strategic goal -1: To create network among different development partners

Objective 1: Facilitate institutional links between institutions locally and abroad (Education, Research and Development and Training Centers and Specialized Services in the Health Sector)

Objective 2: Create and maintain professional technical networks between local and Diaspora professional associations

Objective 3: Establish and improve network and partnership among different development actors dealing with brain gain

Objective 4:- To strengthen the public – private partnership

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
1	Institutional link	- No of links	---per year	Project office	xxx	xxx	xxx	xxx			
2	Professional technical network	- No of network	---per year	Project office	xxx	xxx	xxx	xxx			
3	Improvement of network and partnership	- No of programs conducted	---per year	Executive committee	xxx	xxx	xxx	xxx			
4	public – private partnership	- No of partnership	- per year	Executive committee	xxx	xxx	xxx	xxx			

IV - Education, Communication and Information (IEC) & Advocacy

Strategic goal -1: To increase awareness of beneficiary organizations, donors and supporters

Objective 1: Organize awareness creation campaign for targeted groups including policy makers, the public, youth, donor organizations, NGOs, development partners, the private sector, Government bodies, beneficiary organizations, local professionals, and other concerned bodies

Objective 2:- Conduct advocacy programs on identified & mainstreamed priority areas of societal needs to donors, Development partners, Institutional donors, Volunteers and supporters, members of Diaspora & friends of Ethiopia

Objective 3: Organize knowledge and experience sharing programs on project implementation among different actors

Objective 4: Organize platform discussion on policy issues between different stakeholders

Objective 5: Prepare training and orientation opportunities for members of Diasporas

Objective 6:- Organize joint forum for regulator, policy executors, society and members of Diaspora on social services provision in the country

Objective 7:- Organize regular awareness creation program for the public about the implementation of knowledge and technology transfer projects.

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
1	Awareness creation campaign	- No of programs	---per year	PR & Advocacy	xxx	xxx	xxx	xxx			
2	Advocacy programs on identified & mainstreamed priority areas of societal needs	- No of programs	---per year	PR & Advocacy	xxx	xxx	xxx	xxx			
3	Knowledge & experience sharing programs	- No of organized programs	---per year	Executive committee	xxx	xxx	xxx	xxx			
4	Platform discussion on policy issues	- No of organized platforms	---per year	PR & Advocacy	xxx	xxx	xxx	xxx			
5	Diaspora Members training	- No of organized programs	---per year	PR & Advocacy	xxx	xxx	xxx	xxx			
6	regulator, policy executors, etc Joint forum	- No of training sessions	---per year	Project office and PR & Advocacy	xxx	xxx	xxx	xxx			
7	Public awareness program	- No of programs	---per year	PR & Advocacy	xxx	xxx	xxx	xxx			

Strategic goal 2: To improve information exchange among the Diaspora and local institute on opportunities and priorities

Objective 8: Publicize the achievement of HLM to the members of Diaspora, stakeholders and the society at large --- through Website, print media and electronic media and other means of communication.

Objective 9: Share experiences and lessons learned with institutions in the country, sub-region, continent and globally

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
8	Publicizing HLM achievement	- No of brochures dispatched - No of visitors	---per year	ICT & PR & Advocacy	xxx	xxx	xxx	xxx			
9	Experiences Sharing and lessons learned	- No of programs	---per year	Executive committee	xxx	xxx	xxx	xxx			

V- Needs Assessment, Operational Research and Analysis;

Strategic goal -1: To improve continuously the Ethiopian brain gain project implementation strategy

Objective 1: Under take situational analysis to have base line information about the implantation of knowledge & technology transfer projects

Objective 2: Provide research based feedback for policy makers, government bodies and implementers on implementation and policy adequacy of brain gain projects in Ethiopia.

Objective 3: Prepare and update the current skills, knowledge and technology gap in different sectors of the country.

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
1	Situational analysis	- No of research	---per year	Planning, Monitoring & evaluation	xxx	xxx	xxx	xxx			
2	Research based feedback	- No of research	---per year	Planning, Monitoring & evaluation	xxx	xxx	xxx	xxx			
3	Current skills, knowledge and technology gap	- No of assessment report	---per year	Planning, Monitoring & evaluation	xxx	xxx	xxx	xxx			

VI- Monitoring and Evaluation and Feedback

Strategic goal -1: To implement efficient project monitoring and evaluation system

Objective 1: Introduce efficient appraisal system for the HLM projects & participants

Objective 2: Organize experience sharing on project assessment and self-evaluation

Objective 3: Introduce reward & recognize system to those participating in HLM projects individually and in institution

No	Major activities	Measurement	Quantity	Responsible Body	Time table				Financial Resource		Remarks
					2007	2008	2009	2010	Required	Source	
1	Appraisal system Introduction	- No of appraisal report	---per year	Planning, Monitoring & evaluation	xxx	xxx	xxx	xxx			
2	Experience sharing on project assessment & self evaluation	- No of programs Made	---per year	Executive committee	xxx	xxx	xxx	xxx			
3	Reward and Recognition System introduction	- No of programs Made	---per year	Executive committee	xxx	xxx	xxx	xxx			

SECTION EIGHT

Monitoring and Evaluation of HLM's overall strategy

The programs of HLM will be implemented in the form of projects and programs. After having the detailed operational plan, the implementing party will meet with HLM on a regular basis. In these meetings project members will

- monitor activities, identify bottlenecks and share information;
- identify schedule slippage, budget overrun, etc; and forecast the effect of deviations;
- look for the root cause of problems and propose alternative solutions;
- select an recommend the best alternative solution ask for identified problems
- identify and document factors that enhanced implementation for future reference as needed

Implementing units and or their designates are responsible and accountable for implementation of the project and for the proper utilization of allocated resources. The unit is also responsible for timely submission of progress reports in writing as per agreed frequency. This report will be submitted to HLM, the Managing Director, to the higher bodies in implementing institutions, donors, the Diaspora Organization as well as others as required.

A Policy Advisory Body (TAB) established by the Board will assess progress and advise the Board for appropriateness of technical standards and policy issues. The TAB meets regularly to discuss and analyze the performance of HLM. Performance is monitored through the comparison of the initial work plan endorsed against implementation results. Furthermore, TAB also monitors HLM's performance against selected internal and external performance indicators in order to ensure its overall success.

The administration and financial unit prepares monthly financial reports, which include different financial ratios that enable the Managing Director to make decisions. Based on this financial report, the TAB monitors the progress and financial performance of HLM during its regular meeting. The Managing Director will also establish Technical Committees in respective areas as and when needed to ensure quality, relevance and appropriateness of work performed in the project.

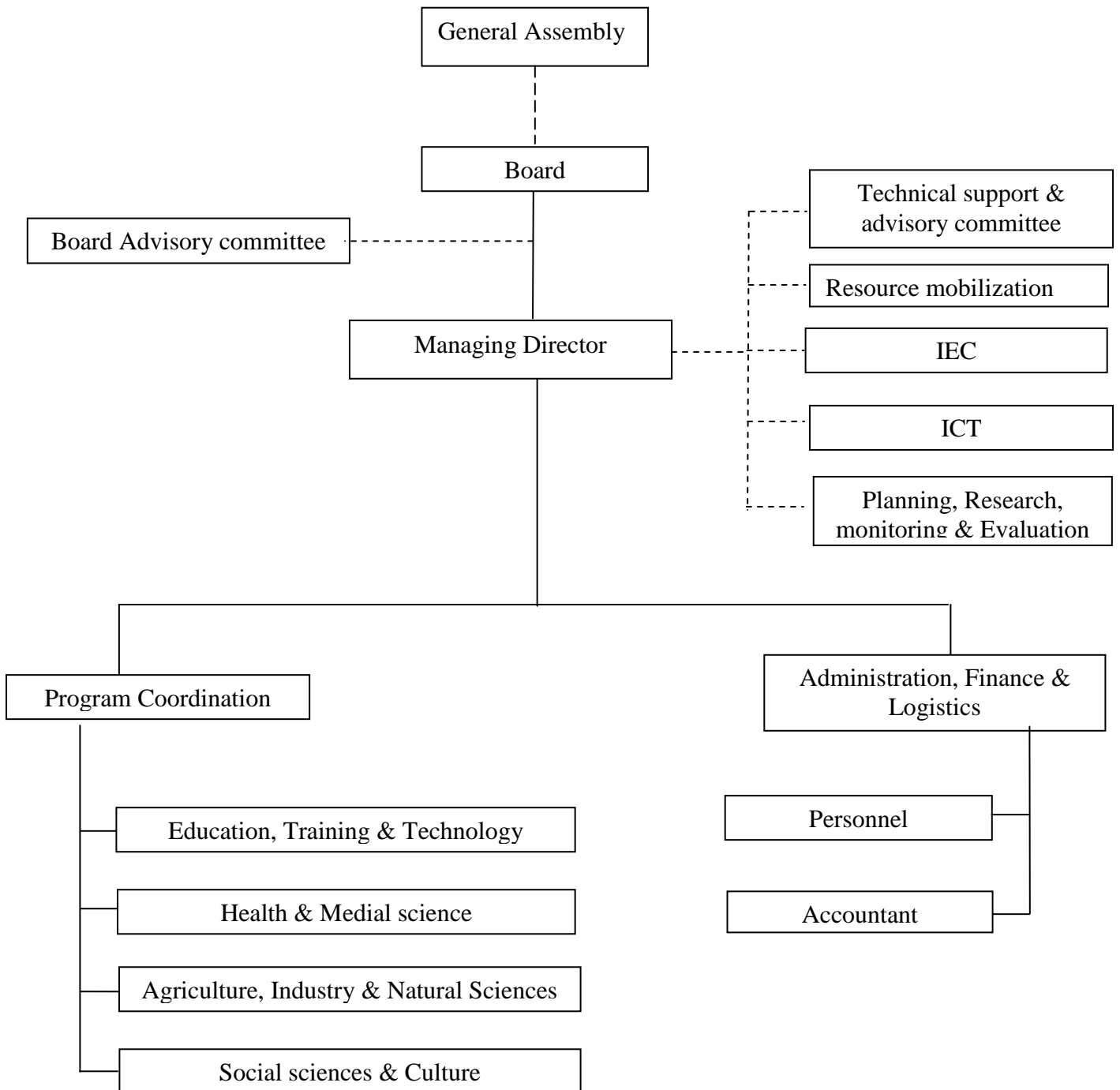
Review reports from various groups will be distributed to all concerned parties to ensure transparency and build confidence amongst team members as well as to ensure accountability.

The Public Relations and Advocacy group is responsible for compiling and dissemination of information to solicit public and stakeholders support and to facilitate the monitoring of overall HLM performance.

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HLM Organization Structure



NB:-

1. The executive committee outsource Legal & Audit Issues when the need arises, but those issues have to have budget allocation at the beginning of the year
2. The Project Officer serve as deputy director for HLM & is responsible for day to day operation of the Ma'ekel besides project coordination activities