



**ETHIOPIAN SOCIETY OF SOCIOLOGISTS, SOCIAL WORKERS AND
ANTHROPOLOGISTS (ESSWA)**

**STRATEGIC PLAN
(JANUARY 2017 - FEBRUARY 2019)**



March 2017 Addis Ababa

Table of Contents

1. Introduction	1
2. Country Context	2
3. ESSWA’s Existing Strengths, Weaknesses, Opportunities and Threats (SWOT)	3
4. Vision, Mission and Values	4
4.1. Vision	4
4.2. Mission	4
4.3. Values	4
5. Objectives	5
6. Priorities	10

1. Introduction

Training in Sociology, Anthropology and Social Work in Ethiopia dates back half a century ago. After a couple of decades, the Ethiopian Society of Sociologists, Social Workers and Anthropologists (ESSSWA), an umbrella of three interlinked disciplines, was founded and registered as an Ethiopian Resident Charity on 22 June 1996. Founding members of ESSSWA saw the importance of forming a unified and strong professional society rather than creating three weak separate associations within the same professional family. In this episode, ESSSWA marks two decades of its history.

In the past years, ESSSWA's strategic focus has been creating the for a to allow debate on social issues in Ethiopia through annual conferences by mobilizing the academic community, practitioners and policy makers. It has also been publishing proceedings and books following the conferences and the knowledge sharing for a so as to document, disseminate, and share the knowledge produced to the wider public. The major social issues tabled for debates and discussions included: globalization, marginalization, growth and transformation in light of social change, and poverty reduction and social protection. In addition, marginalized segments of the society such as children, women, elderly people and people with disabilities have been the focus of the discussions held so far. These endeavors have contributed, at a minimum, to the development of academic and practice-based debates in the country, which in a way, have increased ESSSWA's visibility.

ESSSWA has been serving as a platform for professionals from the three fields of study to reflect on and share their professional experiences as well as learn and develop capacity by taking lessons from the capabilities of others. Furthermore, in the area of human development, ESSSWA has been providing short term trainings on various social issues including social science research methods. In recent years, ESSSWA has been committed in training several hundreds of grassroots level public service workers or commonly referred as 'Para-social workers'.

Over the years of its existence, ESSSWA's institutional strength and organizational development have passed through challenging times with many ups and downs. The organization was able to surmount those challenges with consolidated effort of the leadership and the members. Currently, ESSSWA is expected to make measures that would slightly change its core functions. This has been understood and being exercised in relation to the policy framework of the country that governs the civil society

sector. In short, ESSSWA is in the process of making considerable adjustments to conform to the requirements of the Charities and Societies Proclamation (621/2009) and other subsequent regulatory instruments. This strategic plan is designed in this spirit.

In any of ESSSWA's strategic choices, it carefully scrutinizes the consequences of its actions to make it neutral from any form of connection to political, religious and ideological orientations. On the other hand, ESSSWA values promoting gender equality and equitable distribution of socio-economic benefits to citizens regardless of their social status, ethnicity, sex and color.

2. Country Context

The Ethiopian Government has endorsed a comprehensive National Social Protection Policy (NSPP) with five integrated focus areas, which include: (i) promoting productive safety nets, (ii) enhancing employment opportunities and improving livelihoods, (iii) promoting social insurance, (iv) enhancing equitable access to and use of basic services, (v) providing legal protection and support services for those vulnerable to violence and abuse. The policy's implementation is progressing by defining its strategic focus and developing its action plan to realize progress in short to mid-term perspectives.

In light of this comprehensive social protection policy, ESSSWA is also committed to support efforts aimed at improving the social wellbeing of the Ethiopian people through using knowledge and skills in Sociology, Social Work and Anthropology. It strives to contribute for an all-inclusive social development in Ethiopia. Social inclusion is understood as a process of improving the ability, opportunity and dignity of people, disadvantaged on the basis of their identity to take part in society. ESSSWA also perceives social development as an upward mobility of the entire society on fair and equitable distribution of socio-economic benefits to citizens.

In favor of these facts, ESSSWA has tremendous role in the implementation of the country's social protection policy and the GTP II by ensuring conformity with the Sustainable Development Goals (SDGs). The future direction of ESSSWA is then to contribute its part in support of efforts that ensure:

- ✓ Dignity of people and the country they live in by ending poverty and fighting inequality,
- ✓ Healthy lives, knowledge, the inclusion of women and children,
- ✓ Building a strong, inclusive and transformative economy,
- ✓ Use of evidence based interventions to resolve social problems,

- ✓ Protection of our ecosystem for the wellbeing of societies and children,
- ✓ Safe and peaceful societies and strong institutions, and
- ✓ Catalyze regional and global solidarity and partnership with likeminded organizations and contribute for sustainable development.

3. ESSSWA's Existing Strengths, Weaknesses, Opportunities and Threats (SWOT)

While most of ESSSWA's strategic objectives are directly taken from its constitution, strategic focus areas and related action points are derived from the following SWOT analysis. Yet, alignment of constitutional and strategic focus areas is made to guide the execution of actions.

Strength	Weakness
<p>a) Professional Aspects</p> <ul style="list-style-type: none"> ✓ Serving as an umbrella organization for three professional disciplines of Sociology, Social Work and Social/Cultural Anthropology ✓ Supports and facilitates the conduct of useful social research, ✓ Able to organize of knowledge sharing forums and annual conferences and on emerging social issues, and is able to publish results 	<ul style="list-style-type: none"> ✓ Unable to make visible contribution in leading discourses floating around the numerous social issues in the country. ✓ Limited effort in establishing professional standards and code of conduct, ✓ Weak volunteerism and contribution of professional services,
<p>b) Institutional Aspects</p> <ul style="list-style-type: none"> ✓ Able to expand in to different regions by establishing regional chapters ✓ Good start in bringing in new institutional members, ✓ Good start in forming research editorial and review committees, ✓ Well established and functioning organizational policies (HR, Financial and Procurement 	<ul style="list-style-type: none"> ✓ Weak capacity of regional chapters to plan and act independently, ✓ Unable to produce dedicated members that would assume the leadership of ESSSWA such as in the Board level and executive structures, ✓ Absence of own office premise and unsustainable dependence on rented office,
<p>c) Funding Aspects</p> <ul style="list-style-type: none"> ✓ Existence of project funding from big sources like USAID, Oak Foundation, Plan International and UNICEF 	<ul style="list-style-type: none"> ✓ Lack of core funding and to continue activities after project phase out ✓ Weak capacity to mobilize local funding sources ✓ Poor financial contribution and payment of annual fees by members
<p>d) Networking</p>	<ul style="list-style-type: none"> ✓ Weak linkage with key government structures like Ministry of Women & Children

<ul style="list-style-type: none"> ✓ Encouraging participation in different platforms such as: NSPP child research and policy forum and USAID local implementing partners network, 	<p>Affaires (MoWCA) and civil society organizations (CSOs) dealing with vulnerable groups of the society,</p> <ul style="list-style-type: none"> ✓ Weak connection with national, regional and international sister associations.
Opportunities	Threats
<ul style="list-style-type: none"> ✓ Implementation of NSPP that gives special focus to social inclusion of vulnerable social groups and community level social workforce development ✓ Existence of Charities & Societies law that allows income generating activities (IGA) ✓ Opening of sociology, Social work and Anthropology departments in many universities of the country, ✓ Existence of international and regional (continental) likeminded associations 	<ul style="list-style-type: none"> ✓ World Economic crisis and political unrest induced shift and decline of foreign aid, ✓ Restrictive elements of the CSO Proclamation 629/2009i.e definition of admin and program costs and implantation of rights-based activities for Ethiopian Resident Charities

4. Vision, Mission and Values

4.1. Vision

ESSSWA aspires “to see positive and sustainable social change in Ethiopia and for ESSSWA to be an active participant in the growth and transformation process of the country”.

4.2. Mission

“To promote use of the knowledge, skills and values of Sociology, Social work and Anthropology and advance the application of these disciplines for the wellbeing of children as well as for the growth and transformation of the Ethiopian Society”.

4.3. Values

ESSSWA is committed to improve the wellbeing of all Ethiopians, particularly that of vulnerable children through the dedicated and active involvement of its members and in collaboration with all stakeholders. ESSSWA also values gender equality, protection of abused children and equitable

distribution of socio-economic benefits to citizens regardless of their social status, ethnicity, sex and color.

5. Objectives

Based on the vision, mission and values it stands for, ESSSWA has come up with the following six objectives for this strategic plan.

Objective 1: *Strengthen the contribution of Sociology, Social Work and Anthropology disciplines to the social and economic transformation of Ethiopia through resource mobilization for empirical and applied researches.*

Strategic Focus 1: *Contribute to the effective implementation of GTP-II, SDGs and the National Social Protection Policy.*

Action Points:

- Organize awareness creation and dialogue forums – to increase members’ understanding and commitment level.
- Engage professionals in the three disciplines to contribute in different dialogue forums.
- Conduct studies on the implementation modalities of GTP-II, SDGs and the Social Protection Strategy, their impacts, challenges/gaps and lessons learned.
- Share findings of the studies through workshops/conferences and publications.
- Build capacity of government partners and social service providers,
- Support lower community structures by training community level social service workers,
- Promote protection of our ecosystem for the wellbeing of societies and children.

Strategic Focus 2: *Advance research on children and social issues of utmost priority with the aim to contribute to national policy dialogue and influence.*

Action Points:

- Develop research agenda on issues of national interest (e.g. Positive deviant parenting practices)
- Conduct research in collaboration with government ministries, universities, donors, civil society, and other parties as may be relevant.
- Organize forums for dissemination of the research findings and policy dialogue.
- Work with relevant government bodies and practitioners and support evidence-based interventions to resolve social problems,
- Encourage and support Masters Theses & PhD dissertations on social issues.

Objective 2: *Improve members’ contribution towards the Social Development of the country.*

Strategic Focus1: *Strengthen ESSSWA’s Regional Chapters and its membership base.*

Action Points:

- Maintain strong and frequent contacts with existing members.
- Involve regional chapters in implementing projects
- Provide regional chapters with action plan based budgetary support
- Devise mechanisms to attract and retain new members.
- Demonstrate the value of ESSSWA's membership through tangible benefits, such as providing employment supports (internships, job search, recommendation, etc), sharing of free publications (e.g., online), and professional development trainings.
- Involve the partner universities and regional chapters in recruitment and registration of new members.
- Arrange an easy way of membership fee payment, e.g., through banks.
- Enabling regional chapters to raising funds for themselves

Strategic Focus 2: *Ensure adequate dissemination of information and enhance active participation of members.*

Action Points:

- Strengthen and updating ESSSWA's Website, regularly
- Encourage increased utilization of the website by posting publications (articles, journals, and magazines), reports, newsletters, job opportunities and other materials bearing issues of interests to members.
- Introduce online or email-based system for information sharing and feedback collection.
- Organize ESSSWA's annual conference & general assembly with full participation of all members.
- Organize seminars/discussion forums on current national social issues
- Support regional chapters to conduct their own regular meetings/conferences at least once a year.
- Mobilize members' voluntary contributions and creating more opportunities to increase participation of members in ESSSWA activities.

Strategic Focus 3. *Exert maximum effort to mobilize resources,*

Action Points:

- Identify and promote *competitive and comparative advantages of ESSSWA (e.g community workforce and research methods training including action-research in forced/early marriages for paid consultancy works and for project funding,*
- Take advantage of existing legal provisions to start a separate wing for IGAs,
- Identify potential private sector actors and institutions keen to support vulnerable social groups for donations,
- Encourage members' contributions both financially and professionally using different incentive packages (awards, acknowledgment certificates, etc)

Objective 3: *Enhance understanding and knowledge of the concepts and practices of Sociology, Social Work and Anthropology through awareness creation and experience exchange.*

Strategic Focus 1: *Document, share and utilize knowledge, skills, and best practices among members and stakeholders.*

Action Points:

- Establish documentation of studies, books, thesis etc on the three disciplines
- Organize workshops, seminars and meetings and exchange visits,
- Share publications to regional chapters and members for learning.

Strategic Focus2: *Enhance the visibility of ESSSWA*

Action Points:

- Compile and disseminate information on the overall contribution of ESSSWA to social development of the country.
- Ensure that ESSSWA features in national media's through participation in social events (conferences, seminars, etc events where women's, girls' and children's issues are addressed) through sponsorship, as co-organizer and other means that can be of interest to TV/radio news, etc.
- Promote ESSSWA's work through sponsoring and producing radio &TV programs
- Promote ESSSWA's work to the bilateral and multilateral agencies and other potential donors (e.g., donor NGOs) through meetings and other networking opportunities. Building partnership with these organizations.
- Develop selling points (competencies), communication materials (news-letters, and marketing strategy.
- Use the website as one key communication/marketing tool.

Objective 4: *Support education and training interests in the fields of Sociology, Social Work and Anthropology.*

Strategic Focus 1: *Promote volunteerism*

Action Points:

- Support fresh graduates in sociology, social work and anthropology to provide voluntary services in their area of competencies,
- Support members by sharing information in research outcomes and scholarship opportunities locally and abroad,
- Support members by providing them with references and support letters on demand basis,
- Share members with employment opportunities whenever demand is created.

Strategic Focus 2: *Support partner universities having departments in sociology, social work and anthropology through knowledge sharing and capacity building activities.*

Action Points:

- Create access to research funding on competitive basis,
- Invite members and representatives of partner universities to take part in ESSSWA's knowledge sharing, annual conference and training activities,
- Share ESSSWA's publications to serve as references for partner universities,
- Invite senior members and representatives of partner universities to serve as resources persons in workshops, conferences and knowledge sharing events organized by ESSSWA.
- Share information on call for research papers coming from ESSSWA's networks,

Objective 5: *To establish networks and build relationships with Ministries; international, regional and national associations and organizations having similar objectives and practices.*

Strategic Focus 1: *Build a sustaining partnership with government partners and stakeholders,*

Action Points:

- Build a strong work relationship with Ministry of Labour and Social Affairs (MoLSA) as a primary government partner to ESSSWA.
- Lobby to sign a partnership MoU with MoLSA and Ministry of Women and Children Affaires (MoWCA).
- Cultivate close working relationship with MoWCA, Ministry of Culture and Trade (MoCT), Technical Vocational Education and Training (TVET) Agency and other government organizations as found relevant.
- Actively participate in the implementation of national policies and strategies, such as the Social Protection Strategy and Child Protection/Youth Development Policies.
- Facilitate actionable joint projects (research, development) with MoLSA, MoWCA, and other government institutions.

Strategic Focus 2: *Build partnerships with donors, associations and others that can have strategic importance to ESSSWA*

Action Points:

- Strengthen partnerships with the existing bi-lateral/multilateral donors and NGOs, such as Oak Foundation, UNICEF, USAID, Plan International, and FHI360.
- Establish long-term partnership with the existing donors and NGOs, through signing partnership agreements/MoUs and implementation of joint projects.
- Identify and establishing partnerships with other potential donors.
- Strengthen relationships with networks of national and international professional associations (e.g., East Africa Social Work Network, International Sociological Association, National Public Health, Economic Associations, etc)

Objective 6: *Review the name, mandate, operational modalities, etc. of ESSSWA and define its future direction (i.e., beyond the current registration, Feb. 2019) in accordance with the ChSA directives.*

Strategic Focus 1: *Consider different options to change ESSWA's name and mandate.*

Action Points:

- Analyze legal issues, pros and cons of restructuring ESSWA by maintaining its existing name, but, functioning as a professional Ethiopian Society, or,
- Analyze legal issues, pros and cons of restructuring ESSWA as an Ethiopian Resident Charity by maintaining its brand name with '3 Ss'; or
- Analyze legal issues, pros and cons of restructuring ESSWA by allowing separate professional association entities of the three disciplines.

Strategic Focus 2: *Take action on the way forward to restructure ESSWA*

Action Points:

- Hold consultative meeting with senior ESSWA members on the chosen/proposed "future of ESSWA".
- Consult high officials within ChSA and receive advise on proposed changes,
- Forward recommendations for decision by the General Assembly on the proposed "future form and mandate of ESSWA".
- Process registration as per the General Assembly's decision.

6. Priorities

Priorities for Year 1			
Objectives	Strategic Focus Areas	Action Points	Budget & Personnel Sources
<p>O 6: Review the name, mandate, operational modalities, etc. of ESSSWA and define its future direction (i.e., beyond the current registration, Feb. 2019) in accordance with the ChSA directives.</p>	<p>SF 1. Consider different options to change ESSSWA’s name and mandate</p>	<ul style="list-style-type: none"> Analyze legal issues, pros and cons of restructuring ESSSWA by maintaining its existing name, but, functioning as a professional Ethiopian Society, or, Analyze legal issues, pros and cons of restructuring ESSSWA as an Ethiopian Resident Charity by maintaining its brand name with ‘3 Ss’; or Analyze legal issues, pros and cons of restructuring ESSSWA by allowing separate professional association entities of the three disciplines. 	ESSSWA
	<p>SF 2. Take action on the way forward to restructure ESSSWA</p>	<ul style="list-style-type: none"> Hold consultative meeting with senior ESSSWA members on the chosen/proposed “future of ESSSWA”. Consult high officials within ChSA and receive advice on proposed changes, Forward recommendations for decision by the General Assembly on the proposed “future form and mandate of ESSSWA”. Process registration as per the General Assembly’s decision. 	ESSSWA & Oak Foundation
<p>O 2. Improve members’ contribution towards the Social Development of the country</p>	<p>SF 3. Exert maximum effort to mobilize resources</p>	<ul style="list-style-type: none"> Identify & promote competitive and comparative advantages of ESSSWA for paid consultancy works and for project funding Take advantage of existing legal provisions to start a separate wing for IGAs, Identify potential private sector actors and institutions keen to support vulnerable social groups for donations, Encourage members’ contributions both financially and professionally using different incentive packages (awards, acknowledgment certificates, etc) Raise members’ contributions/fees, Assign board members to lobby for ESSSWA’s plot of land or permission to have own rent-free or subsidized work premise 	ESSSWA, Board Staff & General Ass.

<p>O 3.Enhance understanding and knowledge of the concepts and practices of Sociology, Social Work and Anthropology through awareness creation and experience exchange.</p>	<p>SF 2.Enhance the visibility of ESSSWA</p>	<ul style="list-style-type: none"> • Compile and disseminate information on the overall contribution of ESSSWA to social development of the country. • Ensure that ESSSWA features in national medias through participation in social events • Promote ESSSWA’s work through sponsoring and producing radio &TV programs • Promote ESSSWA’s work to the bilateral and multilateral agencies and other potential donors (e.g., donor NGOs) through meetings and other networking opportunities. • Develop selling points (competencies), communication materials (news letters, and marketing strategy. • Use the website as one key communication/marketing tool. • Improve ESSSWA’s website further • Circulate promotion materials (research briefs and brochures) 	<p>Oak & UNICEF</p>
<p>O 5. Establish networks and build relationships with Ministries; international, regional and national associations and organizations having similar objectives and practices.</p>	<p>SF 1. Build sustainable partnership with government partners and stakeholders,</p>	<ul style="list-style-type: none"> • Build a strong work relationship with MoLSA as a primary government partner to ESSSWA. • Lobby to sign a partnership MoU with MoLSA and MoWCA. • Cultivate close working relationship with MoWCA, MoCT, TVET agency and other government organizations as found relevant. • Take active role in the implementation of national policies and strategies, such as the Social Protection Strategy and Child Protection/Youth Development Policies. • Facilitate actionable joint projects (research, development) with MoLSA, MoWCA, and other government institutions 	<p>ESSSWA &its Regional Chapters</p>
	<p>SF 2. Build partnerships with donors, associations and others that can have strategic importance to ESSSWA</p>	<ul style="list-style-type: none"> • Strengthen partnerships with the existing bi-lateral/multilateral donors and NGOs, such as Oak Foundation, UNICEF, USAID, Plan International, and FHI360. • Establish long-term partnership with the existing donors and NGOs, through signing partnership agreements/MoUs and implementation of joint projects. • Identify and establishing partnerships with other potential donors. • Strengthen relationships with networks of national and 	<p>ESSSWA and its Board Members</p>

		international professional associations (e.g., East Africa Social Work Network, International Sociological Association, National Public Health, Economic Associations, etc)	
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Priorities for Year 2			
Objectives	Strategic Focus Areas	Action Points	Budget & Personnel Sources
<p>O 1. Strengthen the contribution of Sociology, Social Work and Anthropology disciplines to the social and economic transformation of Ethiopia through resource mobilization for empirical and applied researches.</p>	<p>SF.1. Contribute to the effective implementation of GTP-II, SDGs and the National Social Protection Policy.</p>	<ul style="list-style-type: none"> Organize awareness creation and dialogue forums – to increase members’ understanding and commitment level. Engage professionals in the three disciplines to contribute in different dialogue forums. Conduct studies on the implementation modalities of GTP-II, SDGs and the Social Protection Strategy, their impacts, challenges/gaps and lessons learned. Share findings of the studies through workshops/conferences and publications. Build capacity of government partners and social service providers, Support lower community structures by training community level social service workers, Promote protection of our ecosystem for the wellbeing of societies and children. 	<p>ESSSWA, its regional Chapters & partner universities</p>
	<p>SF 2. Advance research on social issues of utmost priority with the aim to contribute to national policy dialogue and influence</p>	<ul style="list-style-type: none"> Develop research agenda on issues of national interest Conduct research in collaboration with government ministries, universities, donors, civil society, and other parties as may be relevant. Organize forums for dissemination of the research findings and policy dialogue. Work with relevant government bodies and practitioners and support evidence-based interventions to resolve social problems, Encourage and support Masters Theses & PhD dissertations on social issues. 	<p>PIE, Oak & UNICEF</p>
<p>O 2. Improve members’</p>	<p>SF 1. Strengthen</p>	<ul style="list-style-type: none"> Maintain strong and frequent contacts with existing members. 	<p>ESSSWA & its Regional</p>

<p>contribution towards the Social Development of the country</p>	<p>ESSSWA's Regional Chapters and its membership base</p>	<ul style="list-style-type: none"> • Involve regional chapters in implementing projects • Provide regional chapters with action plan based budgetary support • Devise mechanisms to attract and retain new members. • Demonstrate the value of ESSSWA's membership through tangible benefits, such as providing employment supports (internships, job search, recommendation, etc), sharing of free publications (e.g., online), and professional development trainings. • Involve the partner universities and regional chapters in recruitment and registration of new members. • Arrange an easy way of membership fee payment, e.g., through banks. 	<p>Chapters</p> <p>Oak</p>
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	<p>SF 2. Ensure adequate dissemination of information and enhance active participation of members</p>	<ul style="list-style-type: none"> • Strengthen and updating ESSWA’s Website, regularly • Encourage increased utilization of the website by posting publications (articles, journals, magazines), reports, news letters, job opportunities and other materials bearing issues of interests to members. • Introduce online or email-based system for information sharing and feedback collection. • Organize ESSWA’s annual conference & general assembly with full participation of all members. • Organize seminars/discussion forums on current national social issues • Support regional chapters to conduct their own regular meetings/conferences at least once a year. • Mobilize members’ voluntary contributions and creating more opportunities to increase participation of members in ESSWA activities. 	<p>ESSWA</p>
<p>O 3. Enhance understanding and knowledge of the concepts and practices of Sociology, Social Work and Anthropology through awareness creation and experience exchange.</p>	<p>SF 1. Document, share and utilize knowledge, skills, and best practices among members and stakeholders.</p>	<ul style="list-style-type: none"> • Establish documentation of studies, books, thesis etc on the three disciplines • Organize workshops, seminars and meetings and exchange visits, • Share publications to regional chapters and members for learning. 	<p>PIE, USAID & UNICEF</p>

<p>O 4. Support education and training interests in the fields of Sociology, Social Work and Anthropology.</p>	<p>SF 1. Promote volunteerism</p>	<ul style="list-style-type: none"> • Support fresh graduates in sociology, social work and anthropology to provide voluntary services in their area of competencies, • Support members by sharing information in research outcomes and scholarship opportunities locally and abroad, • Support members by providing them with references and support letters on demand basis, • Share members with employment opportunities whenever demand is created 	<p>ESSSWA & its Regional Chapters</p>
	<p>SF 2. Support capacity of partner universities</p>	<ul style="list-style-type: none"> • Create access to research funding on competitive basis, • Invite members and representatives of partner universities to take part in ESSSWA’s knowledge sharing, annual conference and training activities, • Share ESSSWA’s publications to serve as references for partner universities, • Invite senior members and representatives of partner universities to serve as resources persons in workshops, conferences and knowledge sharing events organized by ESSSWA. • Share information on call for research papers coming from ESSSWA’s networks. 	<p>Oak</p>