



مؤسسة دُبَّه الخيرية
Stichting DUBA Charity
Foundation

"WE HELP PEOPLE TO DEVELOP THEMSELVES"

Strategic Plan (DCF)
Period: 2023-2027

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Introduction

• Foreword from the Board

The DUBA Charity Foundation's strategic plan identifies several key issues, including global conditions, challenges, and potential for socioeconomic development in Ethiopia, as well as the internal and external environment, critical issues, program areas, and the human, material, and financial resources required to address them. Since its inception in 2018, the DUBA Charity Foundation (DCF) has grown to become a vital bridge of hope between communities in need and people who want to make a difference. With registered offices in both the Netherlands and Ethiopia, DCF is committed to improving people's lives through sustainable humanitarian programs in Ethiopia and Yemen. This strategic plan outlines our vision and roadmap for 2023-2027. Therefore, the DUBA Charity Foundation seeks collaborative hands and minds to alleviate widespread poverty in Ethiopia and the associated social, economic, and environmental problems. Developing networks and partnerships is essential to our success.

- **Purpose of the Strategic Plan**

This document defines the strategic direction of DCF for the years 2023 to 2027. It presents our goals, priorities, and action plans, and is designed to guide our team, engage partners, and attract sustainable support.

- **Mission**

Our mission is to bring hope, dignity, and improved living conditions to vulnerable communities in Ethiopia and Yemen. We aim to provide sustainable solutions in areas such as clean water, education, health care, and social support — guided by compassion, transparency, and a commitment to long-term impact.

- **Vision**

We envision a world where every person has access to basic human needs and the opportunity to live with dignity, regardless of their circumstances. Through strong partnerships and community engagement, we strive to break the cycle of poverty and build a future of resilience and opportunity.

- **Core Values**

- Compassion – We act with kindness and empathy toward those we serve.
- Transparency – We are accountable to our donors, partners, and communities.
- Sustainability – We support long-term solutions over short-term fixes.
- Inclusiveness – We serve without discrimination and respect diversity.
- Collaboration – We work together with local communities and partners.
- Integrity – We uphold the highest ethical standards in all our work.

Funding Partners

To effectively address the development gaps affecting communities in the Sidama National Regional State and Oromia Regional State, Stichting DUBA Charity Foundation undertakes targeted and impactful projects aimed at enhancing the livelihoods of vulnerable populations. The Foundation is committed to fostering sustainable, resilient, and thriving communities through strategic planning and implementation. In pursuit of this goal, DUBA actively identifies priority development needs and cultivates innovative partnerships with local NGOs, community forums, associations, international agencies, and relevant government departments. These collaborations are essential in mobilizing resources and delivering coordinated responses to poverty, public health challenges, and the adverse impacts of climate change.

Executive Summary

Stichting DUBA Charity Foundation has developed this Strategic Plan (2023–2027) through a multidisciplinary and participatory process led by the Foundation’s technical team. The core team included Mr. Zeleke Dora (MA in Development Studies, Team Leader), Mrs. Hawa Abdalla (Country Director), and Mr. Omar Abdallah (Founder & Chairman). The planning process was enriched through consultations with the Board of Directors, staff members, strategic partners, and other key stakeholders.

In preparing this strategic plan, reference was made to the strategic planning documents of select NGOs, alongside a preliminary assessment of the external environment conducted via questionnaires and interviews.

This strategic plan is structured into seven key sections, which are outlined below:

1. Organizational Background

Stichting DUBA Charity Foundation is a registered non-profit organization headquartered in the Netherlands, with a country branch office in Ethiopia. The Foundation was founded in 2018 and officially registered in 2022, driven by a strong commitment to humanitarian and development work in underserved communities.

DUBA’s work primarily focuses on Ethiopia and Yemen, where it addresses urgent needs related to clean water access, healthcare, education, support for orphans and vulnerable children, and assistance to internally displaced persons, the elderly, and widows. The Foundation also implements targeted interventions such as cataract surgeries and emergency relief in response to conflict and climate-induced crises.

Guided by its core values of compassion, accountability, inclusiveness, and sustainability, Stichting DUBA Charity Foundation works closely with local communities, government bodies, international agencies, and grassroots organizations to deliver holistic and impactful programs. The Foundation is committed to creating long-term, positive change in the lives of the most disadvantaged populations.

2. Situational Analysis

In preparing this strategic plan, Stichting DUBA Charity Foundation conducted a preliminary assessment of both the internal organizational capacity and the broader external environment in which it operates. This situational analysis provides a foundation for identifying strategic priorities and aligning interventions with the realities on the ground.

2.1 Internal Assessment

DUBA Charity Foundation has grown steadily since its establishment, with dedicated leadership, experienced staff, and a clear focus on addressing humanitarian needs in Ethiopia. The organization’s strengths include its grassroots connections, community trust, and the ability to mobilize local and diaspora support. However, limited funding, reliance on voluntary contributions, and the need to strengthen systems for monitoring, evaluation, and learning remain key areas for improvement.

2.2 External Environment

Communities in both Ethiopia and Yemen continue to face complex humanitarian challenges due to ongoing conflicts, displacement, poverty, climate shocks, and weak infrastructure. In the Sidama and Oromia regions of Ethiopia, access to clean water, healthcare, and quality education remains inadequate, especially in rural areas.

These contexts are further compounded by climate change, which has led to prolonged droughts, resource scarcity, and increased food insecurity—particularly impacting vulnerable groups such as orphans, widows, and internally displaced persons (IDPs).

2.3 Stakeholder Engagement and Input

The planning process involved engagement with key stakeholders through interviews and questionnaires, including staff, board members, local authorities, community leaders, and strategic partners. This participatory approach helped identify priority issues, opportunities for collaboration, and areas where the Foundation can add the greatest value.

2.4 SWOT Summary

A simplified SWOT analysis is presented below to summarize key internal and external factors:

Strengths <ul style="list-style-type: none">- Strong community trust and local presence- Committed leadership and team- Targeted and impactful programs	Weaknesses <ul style="list-style-type: none">- Limited financial resources- Gaps in monitoring & evaluation systems- Need for increased visibility and donor diversification
Opportunities <ul style="list-style-type: none">- Expanding partnerships and networks- Growing global interest in humanitarian support- Youth engagement and volunteerism	Threats <ul style="list-style-type: none">-Political instabiliti and conflict-Economic uncertainty-Climat-related risks

3. Strategic Issues and Priority

Based on stakeholder consultations, contextual analysis, and the Foundation’s experience in the field, several key development challenges have been identified in the regions where Stichting DUBA Charity Foundation operates. These strategic issues reflect the pressing needs of the most vulnerable populations in Ethiopia and Yemen and inform the Foundation’s priorities for the 2023–2027 period.

3.1 Key Strategic Issues

- Limited Access to Safe Drinking Water:**

Many rural and peri-urban communities in Ethiopia, particularly in the Sidama and Oromia regions, continue to rely on unsafe water sources, leading to waterborne diseases and poor health outcomes.
- Widespread Poverty and Livelihood Insecurity:**

High unemployment, limited income-generating opportunities, and poor agricultural productivity contribute to chronic poverty, especially among widows, the elderly, and displaced families.
- Vulnerable Groups Lacking Social Support:**

Orphans, children in need, the elderly, and internally displaced persons (IDPs) often lack access to basic care, education, and social protection.
- Health System Gaps and Preventable Blindness:**

Many people suffer from preventable conditions, such as cataracts, due to limited access to affordable healthcare and specialized services in remote areas.
- Education Inequality and Barriers to Learning:**

Economic hardship, displacement, and inadequate school infrastructure hinder access to quality education, particularly for orphaned and vulnerable children.
- Impact of Climate Change and Environmental Degradation:**

Drought, deforestation, and resource scarcity are exacerbating food insecurity and displacing rural communities.

3.2 Strategic Priorities (2023–2027)

To address these issues, Stichting DUBA Charity Foundation will prioritize the following thematic areas:

- **Water, Sanitation, and Hygiene (WASH):**
Expand access to clean water through borehole drilling and community-based WASH initiatives.
- **Livelihoods and Economic Empowerment:**
Support vulnerable households through income-generating activities, vocational training, and small-scale farming support.
- **Support to Orphans and Vulnerable Groups:**
Provide care packages, school support, shelter, and psycho-social services to orphans, widows, the elderly, and IDPs.
- **Health and Cataract Surgery Campaigns:**
Facilitate medical outreach programs focused on cataract surgery and general health care in underserved areas.
- **Education Access and Quality Improvement:**
Support school fees, uniforms, supplies, and infrastructure for disadvantaged students.
- **Climate Resilience and Environmental Protection:**
Promote reforestation, drought-resilient agriculture, and community awareness on climate adaptation.

4. Strategic Goals and Objectives (2023–2027)

The strategic goals and objectives of Stichting DUBA Charity Foundation are aligned with its mission to empower disadvantaged communities in Ethiopia. These goals are designed to produce measurable, sustainable improvements in the lives of the most vulnerable populations, particularly orphans, internally displaced persons, widows, the elderly, and the poor.

Strategic Goal 1: Improve Access to Clean Water and Sanitation

Objectives:

- Drill at least 100 new water wells per year in underserved communities.
- Establish and train community-based WASH committees for sustainable management.
- Promote hygiene awareness through outreach campaigns targeting rural households.

Strategic Goal 2: Enhance Livelihood Opportunities and Economic Resilience

Objectives:

- Provide livelihood support (e.g., small grants, livestock, tools) to many vulnerable households.
- Facilitate vocational skills training programs for many youth and women.
- Support small-scale farming through input distribution and agricultural training.

Strategic Goal 3: Support Orphans, Widows, the Elderly, and Internally Displaced Persons (IDPs)

Objectives:

- Deliver annual support packages (food, clothing, school materials) to many orphans and vulnerable children.
- Provide direct assistance and psychosocial support to many widows and elderly persons annually.
- Establish safe shelters or temporary housing many displaced families each year.

Strategic Goal 4: Improve Access to Health Services

Objectives:

Organize cataract surgery campaigns to treat at least 1,500 patients during the strategic period.
Partner with local health facilities to deliver mobile medical services in hard-to-reach areas.
Raise community awareness on disease prevention and public health.

Strategic Goal 5: Promote Inclusive and Quality Education

Objectives:

Sponsor school fees and supplies for many students annually.
Improve learning environments through classroom construction and school facility upgrades.
Implement mentorship and tutoring programs for vulnerable youth.

Strategic Goal 6: Strengthen Community Resilience to Climate Change

Objectives:

Plant 100,000 trees and support reforestation efforts in affected areas.
Promote drought-resilient farming practices and natural resource management.
Conduct community education programs on climate adaptation and environmental protection.

5. Implementation Framework

The successful execution of this strategic plan requires a clear, coordinated, and flexible implementation approach. Stichting DUBA Charity Foundation will adopt a community-driven model supported by strong institutional coordination, capacity development, and strategic partnerships.

5.1 Implementation Approach

The Foundation will implement its programs through a combination of direct service delivery, partnership-based models, and capacity building of local stakeholders. Emphasis will be placed on participatory planning, community ownership, and inclusiveness, ensuring that interventions are context-specific and responsive to the real needs of target populations.

5.2 Geographic Focus

Initial implementation will concentrate on high-need areas within:

Ethiopia: Sidama National Regional State and Oromia Regional State.

5.3 Operational Structure

The implementation will be guided by the following structure:

Head Office (Netherlands): Strategic oversight, fundraising, donor relations, and international coordination.

Country Office (Ethiopia): Program coordination, fundraising, donor relations, field monitoring, stakeholder engagement, and direct service delivery.

Field Teams and Volunteers: On-the-ground execution of activities, community mobilization, and feedback collection.

5.4 Strategic Partnerships

The Foundation will strengthen its collaborations with:

Local NGOs and community-based organizations.

Government line ministries and regional authorities.

International development agencies and donors.

Faith-based organizations and diaspora networks.

5.5 Capacity Building

Investments will be made in staff development, volunteer training, and systems strengthening to improve the quality, efficiency, and impact of program delivery.

5.6 Annual Work Plans and Budgeting

Each strategic objective will be translated into annual operational plans with detailed activities, timelines, responsible units, and budgets. These plans will ensure accountability, alignment with strategic priorities, and adaptability to emerging needs.

6. Monitoring, Evaluation, and Learning (MEL)

A robust Monitoring, Evaluation, and Learning (MEL) framework is critical for ensuring that Stichting DUBA Charity Foundation remains accountable to its beneficiaries, partners, and donors, while continuously improving its programs. The MEL system will support evidence-based decision-making, adaptive management, and transparent reporting throughout the 2023–2027 strategic period.

6.1 Objectives of the MEL Framework

Track implementation progress against planned activities and targets.

Assess the effectiveness, efficiency, and sustainability of interventions.

Capture lessons learned and best practices to inform future programming.

Facilitate accountability to communities, stakeholders, and funding partners.

6.2 Key Components

Baseline Assessments: Conducted at the beginning of projects to establish reference points for measuring progress.

Performance Monitoring: Routine tracking of outputs and outcomes using key performance indicators (KPIs) aligned with each strategic objective.

Mid-Term and End-Term Reviews: Independent evaluations to assess progress, identify challenges, and recommend adjustments.

Community Feedback Mechanisms: Regular collection of feedback from beneficiaries to ensure that programs remain relevant and responsive.

Learning and Adaptation: Periodic reflection meetings and learning workshops to share insights and improve strategies.

6.3 Tools and Systems

The Foundation will utilize:

Standardized reporting templates and data collection tools.

Digital systems for real-time data management and analysis.

Dashboards for visualizing progress across programs and regions.

6.4 Roles and Responsibilities

MEL Unit: A dedicated MEL team at the country level will oversee all monitoring and evaluation activities.

Program Teams: Responsible for collecting and reporting data at the field level.

Senior Management and Board: Utilize MEL reports for strategic oversight and informed decision-making.

6.5 Reporting and Communication

Regular progress reports will be shared with stakeholders, including quarterly updates, annual performance reviews, and final project reports.

Key findings and impact stories will be disseminated through newsletters, donor briefings, and public platforms to enhance transparency and engagement.

7. Resource Mobilization and Sustainability Strategy

To achieve the goals outlined in this Strategic Plan (2023–2027), Stichting DUBA Charity Foundation will implement a proactive and diversified resource mobilization strategy. This strategy will ensure the financial sustainability of the Foundation’s programs while enhancing its capacity to respond to emerging needs.

7.1 Resource Mobilization Objectives

Secure sufficient and predictable funding to support core program areas.

Diversify funding sources to reduce dependency on any single donor or funding stream.

Strengthen relationships with donors, partners, and supporters through transparency and results-driven engagement.

7.2 Funding Sources and Approaches

The Foundation will pursue a mix of the following funding sources:

Grants from Institutional Donors: Applications to government agencies, UN bodies, development banks, and international NGOs.

Private Sector Partnerships: Collaborations with businesses committed to corporate social responsibility (CSR) and impact investing.

Individual Donors and Philanthropy: Fundraising campaigns targeting individuals in the diaspora and global supporters.

Faith-Based Giving: Engagement with mosques, churches, and faith-based networks that align with DCFs values and mission.

Events and Sponsorships: Charity events, benefit auctions, and donor appreciation activities to boost visibility and fundraising.

7.3 Strategic Partnerships and Networking

Establish long-term partnerships with like-minded organizations to co-design and co-implement projects.

Participate in national and international humanitarian and development networks to enhance collaboration and knowledge exchange.

Strengthen ties with community-based organizations and local authorities for grassroots impact and sustainability.

7.4 Organizational Sustainability

To ensure long-term viability, the Foundation will:

Invest in staff development, leadership succession planning, and knowledge management.

Improve financial management systems and donor reporting to build trust and credibility.

Develop a reserve fund and explore income-generating activities (e.g., social enterprises) that align with the mission.

7.5 Visibility and Communication

Launch targeted communication campaigns to showcase impact stories, success cases, and community voices.

Strengthen the Foundation's online presence through a dynamic website, newsletters, and social media platforms.

Regularly engage with stakeholders through updates, briefings, and donor meetings.