



**The Ethiopian Millennium Festival National Secretariat's
Strategic Plan
(Draft)
2006 - 2008**

December 13th 2006

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1. Introduction

Located within the Horn of Africa, Ethiopia covers an area of 1.2 million Square Kilo Meters. Ethiopia is the 7th largest country in Africa and it is as large as France and Spain together. Much of Ethiopia's land consists of high plateau and river streams. Ethiopia's climate can be categorized as Dega meaning cold temperature (10-15 degree centigrade), Weina Dega meaning moderate temperature (16-20 degree centigrade), Kolla meaning warm temperature (20-30 degree centigrade) and Bereha meaning hot temperature over 30 degree centigrade.

Ethiopia's geography is unique. Its magnificent landscape ranges from desert areas to forested highlands. At 4,620 meters, Mount Ras Dashen is the highest mountain in Ethiopia and the fourth highest in Africa. Twenty mountains rise to more than 4,000 meters. The waters of the Abay river of Blue Nile feed Lake Tana and flow into the Nile and 86% of its water originates in Ethiopia.

Ethiopia is also endowed with huge manpower, arable land and natural resources. However, much of its resources are yet to be exploited. For example, out of 60 per-cent of its agricultural potential, only 15 percent has been developed thus far. Ethiopia's livestock wealth is the 1st in Africa and 9th in the world; however, its contribution to the national economy is very limited. The same is true to its mineral resources.

Ethiopia is truly a land of contrasts and extremes; a land of remote and wild spaces. Some of the highest and most stunning places on the African continent are found here. Examples are: the jaggedly carved Semen Mountains, one of UNESCO's World Heritage Sites and some of the lowest such as the hot but fascinating Danakil depression with its Sulphur fumaroles and Lunar-Like landscape.

Ethiopia is old, old beyond all imagination. As Abyssinia, its culture and tradition dates back over 3000 years and far older than that lived 'Lucy' or Dinkeneshe meaning 'thou art wonderful', as she is known to Ethiopians, whose remains were found in a corner of the country of mystery and contrasts.

Ethiopia is home to the lion, leopard and cheetah, but too many other species as well. A short list would include the giraffe, elephant, rhinoceros, wild pig, warthog and various species of Ibex (including the rare Waliya), duiker, antelope, gazelle, zebra, buffalo, monkey, baboon, hyena, jackal and wolf. Some of these creatures exist in larger populations in neighboring countries like Kenya but Ethiopia probably boasts wilder mammal species than any other country in the world. Around 25 bird species are endemic to Ethiopia. The ostrich, one of Ethiopia's 800 bird species, dwarfs many. Some of these mammal animals are also unique to Ethiopia. The country's plant life is equally diverse.

Through out its long history, Ethiopia had to defend itself against foreign invaders who were lured by its geopolitical position, at the crossroads between Africa and Asia, and by the natural beauty and fertility of its land. Over the centuries it managed to successfully defend itself from colonial domination and became a symbol of hope, independence and freedom for Africa.

Ethiopia's ancient and rich culture can be traced to pre-historic times. Archaeological findings have identified Ethiopia as one of the cradles of mankind. The discovery of one of the most complete hominoids as well as ancient cave paintings and tools, are but some of the evidences of its pre-historic glory.

Ethiopia has so much to offer visitors, the Historic Route, covering the ancient town of Axum, with its amazing carved obelisks, Christian festivals and relics, including the Arc of the Covenant; Gondar, with its castles and monasteries; Lalibela, with its remarkable Rock-Hewn churches, the palace of Abba Jiffar in Jimma and the walled Muslim city of Harar.

In town of Wukro, in Tigray, you would find Ahmad Al-Negashi, where the first followers Islam made their Hajira.

Where as, the beautiful lime stone cave of Sof Omar is also en route to the Shiek Hussen, where Ethiopian Moslems make their annual pilgrimage. In Dire Dawa, you can see caved paintings considered to be thousands of years old.

Addis Ababa is Ethiopia's capital city as well as the political capital of Africa and the home of African Union and Economic Commission for Africa. With its first-class hotels and restaurants, museums and palaces, and Merkato, Africa's largest open-air market the capital city has so much to offer, too. Ethiopia has always been called "The land of a thousand smiles".

Ethiopia is a land of wonder and enchantment, a country with one of the richest histories on the African continent, a land of contrasts and surprises, of remote wild places, home to cultured and friendly people who have descended from some of the world's oldest civilizations. This is the land of the fabled Queen of Sheba, home of the Arc of the Covenant, the birthplace of coffee and the cradle of mankind.

The Ethiopian economy remains heavily dependent on agriculture which accounts for about 50 percent of the GDP. An estimated 85% of the population gains its livelihood directly or indirectly from agricultural production.

According to Ministry of Economic Development and Co-operation (MEDaC), National Accounts 2003, in the year 2001/02 the total real GDP of Ethiopia 43.2% was contributed by the agricultural, 10.9% by the industrial and 45.9% by service sectors respectively.

During the year 2004/05 investment license for 2800 projects with a total capital of 37.6 Billion Birr were issued.

The expected employment opportunity was about 123,245 permanent and 580,601 temporary workers. Out of the 2800 project licensed, 31.7% were in the manufacturing sector, the rest 16.71, 16.25, 9.5 and 6.21% were licensed to be invested in the Agricultural, Machinery Leasing, Hotel and Tourism, Real Estate and Education Sectors respectively.

Coffee exports accounts for the biggest share of the foreign exchange earnings, while processed and semi-processed hides and skins and horticultural and oil seeds are the second and third important foreign exchange earners respectively.

The level of development of the manufacturing sector in Ethiopia is at its infancy; and the country's industrial base is very low. The share of intermediate and capital goods industry is very insignificant. The industrial sector is heavily dependent on imports of semi-processed goods, raw materials, spare-parts and fuel. In addition to imported inputs, the factories depend upon backward and subsistence agriculture for their raw material demand.

The "Service" sector which consists of Trade, Transport and Communications, Banking, Insurance and Real State, Public Administration and Defence, Education, Health and Domestic and other personal services has increased.

Ethiopia adopted a new constitution that established the Federal Democratic Republic of Ethiopia (FDRE) in 1995. The Federal Government is responsible for national defense foreign relations and general policy of common interest and benefits. The Federal State comprises of nine autonomous states. The FDRE is structured along the lines of bicameral parliament, with the council of Peoples' Representatives being the highest authority of the federal government while the federal council represents the common interests of the nations, nationalities and peoples of the states. Members of the councils are elected by universal suffrage for a five-year term. The federal state is headed by a constitution President and the Federal Government by an executive Prime Minister who is accountable to the Council of Peoples' Representatives. Each autonomous state is headed by a State President elected by the State Council. The Judiciary is constitutionally independent. The Federal Democratic Republic is composed of States that are delimited on the basis of settlement patterns, language, identity and consent of the peoples concerned.

The various languages and customs of the country are a testimony to its diverse culture. Amharic, Oromiffa, Tigrigna and Somali are the major languages spoken by the majority of the population. Christians, Muslims and Jews have co-existed for centuries. Some scholars even affirm "Ethiopia is the fountain-head and repository of the history and culture of the black race of the world".

Ethiopia uses the Julian calendar that divides the year into twelve months of thirty days each with the remaining five (or six days in a leap year) constituting the short 13th month of "Pagume". In Greek, Pagume means "additional". Ethiopia used a unique calendar and the New Year commences on the 11th September, 2007 or the 12th (in a leap year) of September every year.

Ethiopia will welcome its millennium with a year-long celebration that marks this momentous turn of the calendar with grand spectacles, various breathtaking entertainments, cultural shows and activities and tastes from all around the country and by engaging the wider Ethiopian public, government and non-government organizations, civic societies and businesses on high projects which would have considerable impact on the countries economic and social landscape. Mindful of the magnitude of the event, the Ethiopian government has, therefore, established the National Millennium Festival National Secretariat which is accountable to an Executive Committee of the National Council.

The Ethiopian Millennium is also an African one and this is a chance for Africans in the continent as well those in the Diaspora to come and join this unique African celebration. The African Union, African countries and the Economic Commission for Africa should also join hands to welcome this event.

Friends of Ethiopia from all over the world would also have another chance to celebrate the millennium for the second time.

When we plan to celebrate the millennium through various events and festivities, we tend to equally serve all our stakeholders interests.

2. The objective of the strategic plan document

As Ethiopia is preparing to welcome the third millennium, it is believed that a strategic plan which focuses on the short and long term objectives is required. The plan will serve as a roadmap to mobilise the nation to use this unique opportunity in renewing the country's image and build a country which is favourable to all its citizens.

Hence, the National Secretariat has prepared the strategic plan within a short period of time.

The objectives of the plan are as follows:

- perform situational analysis based on the period and place of the celebration
- to make sure that the National Secretariat fulfils its missions and coordinate the various units and sections day-to-day operations
- to identify resources for the implementation of the strategic plan
- to identify the roles of the different stakeholders and partners

3. The official logo and motto of the National Secretariat

It is widely believed that there should be a unique and official logo which represents the Ethiopian Millennium and should be passed over to generations. The logo should be timeless and free of any political, social or religious bias. Based on the above assumption the following logo is proposed for the National Council approval.



Fig. 1

The above official logo is the festival's impression of its overall theme:

3.1 Description of the millennium logo

1. The overall impression of the logo depicts a blossoming flower. It also signifies ushering of a new era and a bright and prosperous future.
2. The two hands colored with green and red and which holds the figure 2000 indicate the Ethiopian millennium that comes one in a thousand years and highlights the fact that the Ethiopian people use this unique opportunity to stand together hand in hand for development. Furthermore, it reminds all Ethiopians to seize this unique opportunity to transfer a bright and prosperous Ethiopia to the next generation.
3. The two hands and the gap in between them are adorned with our tri-color green, yellow and red and the figure 2000 in blue depicts our unity in diversity. Where as, the black color bordering the figure 2000 signifies that the Ethiopian millennium is truly an African millennium.

4. The three naught on the figure 2000 form a chain to signify the interlacing nature of Ethiopia's nations and nationalities and peoples and their determination to safely transfer the legacy of their ancestors to the next generation.
5. The tri-color that branches out from the bottom symbolizes the Ethiopian "Ketema" - freshly cut green grass that most Ethiopian adorns their homes on New Year's Day.

3.2 The Motto

“Hand-in-hand towards the new millennium, to make a difference.”

4. Situational analysis

The core of the Secretariat’s environment is formed by its relationships with its macro and micro-environments.

- a) The Macro-environment comprises of external stakeholders:
 - the Federal and Regional Governments
 - the General Public
 - the Non-Governmental Institutions
 - the Private Sector
 - renowned individuals
 - Ethiopians residing abroad
 - Africans
 - various artists
 - friends of Ethiopia
 - the Donors
- b) The Micro-environment comprises of internal stakeholders:
 - The Ethiopian Millennium Festival National Council (EMFNC)
 - the Executive Committee (EC)
 - the Management and employees of the National Secretariat (NS)

4.1 External

4.1.1 Political situation

- ***The Federal arrangement.*** This is an advantage for the regions to celebrate the millennium in their own way considering their objective situations.
- ***Presence of various diplomatic missions, international institutions and United Nations (UN) agencies in the capital.*** This will play an important role in the promotion of the national objectives to the rest of the world.

- ***Addis Ababa is the political capital of Africa with over 50 African embassies and home to the African Union (AU) and UN Economic Commission for Africa (UNECA).***
This is a great opportunity to forge greater solidarity and friendship with our African brothers and sisters by using this unique event to encourage the African embassies, the AU and the UNECA to show case their culture and be involved in the various African/International related events in the capital and across the nation.
Ethiopia also hosts many other embassies and international agencies, many of them friends of Ethiopia for many years. These are expected to participate in bazaars to highlight their diplomatic, cultural, economic and other relationships with Ethiopia.
Ethiopia also has many permanent missions abroad. These could serve as regional focal points and information distribution outlets to popularise the ideals of the Millennium, mainly to the international community.
- The recent post election political crisis has polarized some sector of the society and these specific groups will, no doubt, be less enthusiastic in its response to our call to join hands in celebrating the new millennium. This is a threat that is bound to adversely affect the NS's work plan. Hence the NS, by promoting itself as a body which implements the national objectives, should turn this threat into an opportunity to communicate to the various groups for the creation of a nationally shared vision.
- The Ethiopian Diaspora community is also highly divided. This situation breeds groups to foster and promote anti-Millennium celebration boycotts. This is another major threat to the NS's work plans. Ethiopia has many respected statesmen, both natives and foreign friends who promote the better image of Ethiopia and who are trusted by many across the Diaspora. The NS can use this resource as an opportunity to mobilize the divided Diaspora and Ethiopian communities abroad to support bi-partisan projects and establish a common platform.
- Some people have already resorted to cynical remarks about the efforts of the NS. This could be due to the late establishment of the NS or due to distrust. In any case, it is a threat and an obstacle to the NS mission. The Secretariat will endeavour to patiently and transparently communicate its honest objectives and win the trust of these people.

4.1.2 Economic situation

- The high profile celebration of the Millennium is believed to be a strong catalyst in attracting high number of tourists and raising foreign currency.
- The continuous flow of remittance obtained from the Diaspora would also be an additional source of foreign currency.
- Distrust and lack of confidence by majority of the people is inhibiting long-term investments, which are critical to development. The Secretariat could examine bottlenecks and obstacles in current fiscal policies and use the opportunity of the Millennium to push certain fiscal reforms and encourage investment.
- The current economic growth in the country is a positive influence to encourage investors to expand hotels and other service industries across the nation.
- Road and air transport networks as well as communication infrastructure have been built across the nation. These are opportunities for the NS to facilitate the millennium celebration across the nation.

- The year-long celebration is expected to be a great opportunity for the creation of jobs for the unemployed as well as helping the small scale and micro enterprises to flourish as there would, no doubt, be high demand for millennium related consumer goods and services.
- The quality and quantity of some service providing industries such as hotels, telecommunications, transport, etc. is inadequate. This is a threat and the millennium should serve as an opportunity for both the government and private stakeholders to improve this situation. Otherwise we will not be able to meet the demand and expectation of the high number of the Ethiopian Diaspora and foreign visitors.
- The low economic standard of the wider population imposes financial constraints and material restriction in fully appreciating the celebration as expected. This is a major threat to promote unity in diversification, shared vision and inclusiveness and the NS has to work towards eliminating these threats and ensure participation by all.

4.1.3 Social situation

- Ethiopia is blessed with various nations and nationalities. This colourful social fabric is an asset to this unique millennium celebration and is expected to have a positive impact on the celebration.
- The feel good factor brought about by the spirit of the millennium would also play a major role in bringing closer the various nations and nationalities as well as the Ethiopians, Africans in the Diaspora and friends of Ethiopia.
- The presence of various and magnificent historical and natural tourist attractions, cultures, beliefs are additional assets to the colourful celebrations to the Ethiopian millennium.
- The celebration will also create a perfect platform to raise awareness of the nation's critical social issues.
- The secular stand of the Secretariat would encourage the various religions and widely accepted practices and beliefs as well as the variety of cultures to join the celebration and make the most of it.
- The Secretariat is aware of the possibility that mismanagement, lack of synergy with its stakeholders, lack of uniformity of message and its inability to sustain the millennium celebration hype are bound to pose a threat to the success of its celebration plans.

4.1.4 Environmental situation

- Ethiopia's ideal geographical location, conducive climate, enormous wild life, diverse flora and fauna, and abundant natural resources are major assets to mobilise the international community to visit the nation.
- The millennium celebration will capitalise on this advantage to promote its activities locally and internationally by categorising its various planned events into seasons.
- On the other hand, there may be challenges as unexpected environmental changes may bring unforeseen obstacles.

4.1.5 Technological situation

- The anticipated expansion of technology during the period of celebration and beyond is going to be of paramount importance to the Secretariat's success.
- The availability of some goods and fast information facilities within the nation and the existence and expansion of print and electronic media, telecommunication, internet, mobile, web-site, digital screen, video conferencing venues, etc. is having a positive impact on information dissemination throughout the nation as well as the success of the millennium celebration both from within and abroad.
- The national carrier, Ethiopian Airlines reaches nearly 50 destinations globally from Beijing to Washington and from Stockholm to Johannesburg, it is considered as a potential advantage to carry good will messages as well as providing national and international transport service to visitors, mainly the Ethiopian Diaspora during the year long celebration.
- It is important to reach the wider public with in a short space of time. However, some hindrance may occur due to unreliable service, lack of accessibility and affordability.
- The Secretariat will embark on a "Buy Ethiopian" campaign in order to counter "Imported good, local bad" mentality that continues to pervade our society today.

4.2 Internal

4.2.1 The Ethiopian Millennium Festival National Council (EMFNC)

The Council is the highest echelon in the Millennium Festival celebration and is accountable to the Prime Minister. It was established by the Council of Ministers, Regulation No. 117/1005 dated 24th May 2005.

The EMFNC is expected to meet twice per annum and its duties and responsibilities are to:

The duties and responsibilities emerging from above objectives are as follows:

- Provide general policies, guidelines, rules and regulations as required for the proper functioning of its organs for the fulfillment of the national objectives
- Forward proposals and advice to the government on the millennium festival celebration and related issues
- Foster the active participation of all stakeholders as identified in this document (Strategic Plan Management Document)
- Mobilize local and international donors and partners for the support of the Millennium programs and projects
- Commit productively in sloughing off Ethiopia's bad image
- Approve the necessary budget for the execution of the Millennium programs and projects proposed by the Executive Committee and the National Secretariat
- Delegate to relevant organs matters with respect to the implementation of the Regulation No. 117/2005
- Initiate the partial amendment of the regulation or addendums as may be necessary

4.2.2 The Executive Committee (EC)

The Executive Committee members shall be assigned by the Government and shall represent the Council in its absence as well as follow up the proper functioning of the Secretariat as per the plan and approved budget. The Executive Committee meets once a month or as required its duties and responsibilities

The Executive Committee shall have the following duties and responsibilities.

- On the basis of the opinions of the Council to formulate and submit programs, projects and action plans to the Government
- Ensure the implantation of the strategic plan and execution as intended
- Adopt its own rules of procedures and operational manual of the Council
- Closely follow-up the day-to-day operation of the Secretariat and give guidance
- Issue Directives as necessary for the implementations of Regulation 117/2005
- Engage in fund raising, and commit in assisting the Secretariat to resolve critical issues the Millennium Festival Celebration

4.2.3 The Ethiopian Millennium National Secretariat's profile

4.2.3.1 Mandate

The Ethiopian Millennium Festival National Council is established by the Council of Ministers Regulation No. 117/2005 dated the 24th of May 2005. The Secretariat is mandated to regulate, coordinate and facilitate the day-to-day activities of the millennium festival celebration in the country and abroad as required.

Any individual, group or institution who wishes to organize an event or a program by involving the public should officially inform or let the Secretariat of its plans so that the government may approve its respective plans and projects. This being the formal mandate there are also informal mandates and expectations of the stakeholders as identified and analysed in the process of producing this strategic plan management document.

The Ethiopian Millennium National Secretariat is a statutory body with its head quarters located in the capital and may have branch offices in the administrative regions as well as abroad as necessary.

The Office is led by a Director General who is assisted by five Assistant Directors in various fields of expertise and one Administration and Finance Department Head.

The principle of the organisational set up is based on an organic approach which would enable the office to adjust to changing circumstances. Currently, the Secretariat's organisational structure is based on the setting up of 100 personnel who would fill the various posts. Based on the above mentioned principle, the staff size is likely to expand or contract in accordance to changing circumstances.

4.2.3.2 Achievements and Shortcomings

i) The Secretariat's achievements

- The Secretariat of the National Council has secured as its head quarters the historical first high rise building in Ethiopia named Jerusalem Memorial Building.
- The first month saw the partial completion of the refurbishment, setup, furnishing and staffing of the office with a great team work and commitment of the initial core staff. Within a short period of time, the office was organized and started its basic operations.
- The office managed to reach the wider public through various local and international media outlets.
- Held introductory meetings with various private and public sector as well as individuals to create awareness about the office and the millennium festival objectives as well as held number of discussions with individuals and organisations who submitted millennium related project proposals.
- Attracted and employed high profile professionals at top level within a short period of time.
- Despite the fact that there was limited office facilities and man power, the initial core staff managed to fulfil the day-to-day operational duties and responsibilities satisfactorily.
- Produced a comprehensive strategic plan and management as well as the organisational structure document in-house with in a short period of time, thereby, making a substantial savings had the work been outsourced.
- Developed a fully fledged web site and has finalised the ground work for establishing a call centre which is the first of its kind in the country.
- The Secretariat managed to organize this first National Council's meeting which is the within a very short period of time thanks to its collaborators and committed and enthusiastic staff.

ii) The Secretariat's short comings

- Lack of strategic plan.
- The top management lacked knowledge of the local bureaucracy.
- Due to lack of office facility and ICT issues in the first few months, the office failed to communicate effectively.
- Lack of office and transportation facility restricted the activities of the Secretariat.
- Slow recruitment process meant that the office was unable to employ the right person at the right time.
- Initially, there was a budget short fall to carry out the major tasks required to establish an office.

4.2.3.3 Organizational Structure

The Office is led by a Director General (DG) who is assisted by five Assistant Directors in various fields of expertise and one Administration and Finance Department Head. The DG is accountable to the Executive Committee and s/he is the Chief Executive of the Secretariat.

The principle of the organisational set up is based on a strategy focused and organic approach, which would enable the office to efficiently meet specific goals and to adjust to changing circumstances. Furthermore, the various sections and units are set up on a process based structure rather than a hierarchical one. Currently, the Secretariat's organisational structure is based on staffing 100 personnel who will fill the various posts. Based on the organic principle, the staff size is likely to expand or contract according to changing circumstances.

Strategy focused structuring principle is based on a concept that builds strategic approach. According to this principle, organizations are entities created to execute strategies and this would benefit the process of meeting a specific goal. Therefore, they are organized with clear direction, less coordination and higher level of empowerment. Consequently, the units/sections are also organized based on process rather than hierarchy. The organic focused structuring principle is based on an evolving or growing structure. According to this principle organizations can adapt in a dynamic and uncertain environment.

Since the base of structuring is contingent upon the main goals to be attained, it is strongly believed that the proposed structure will facilitate the implementation of the intended as well as emergent strategies for the realization of the national vision.

**THE ETHIOPIAN MILLENNIUM FESTIVAL NATIONAL
SECRETARIAT (EMFNS)
ORGANOGRAM**

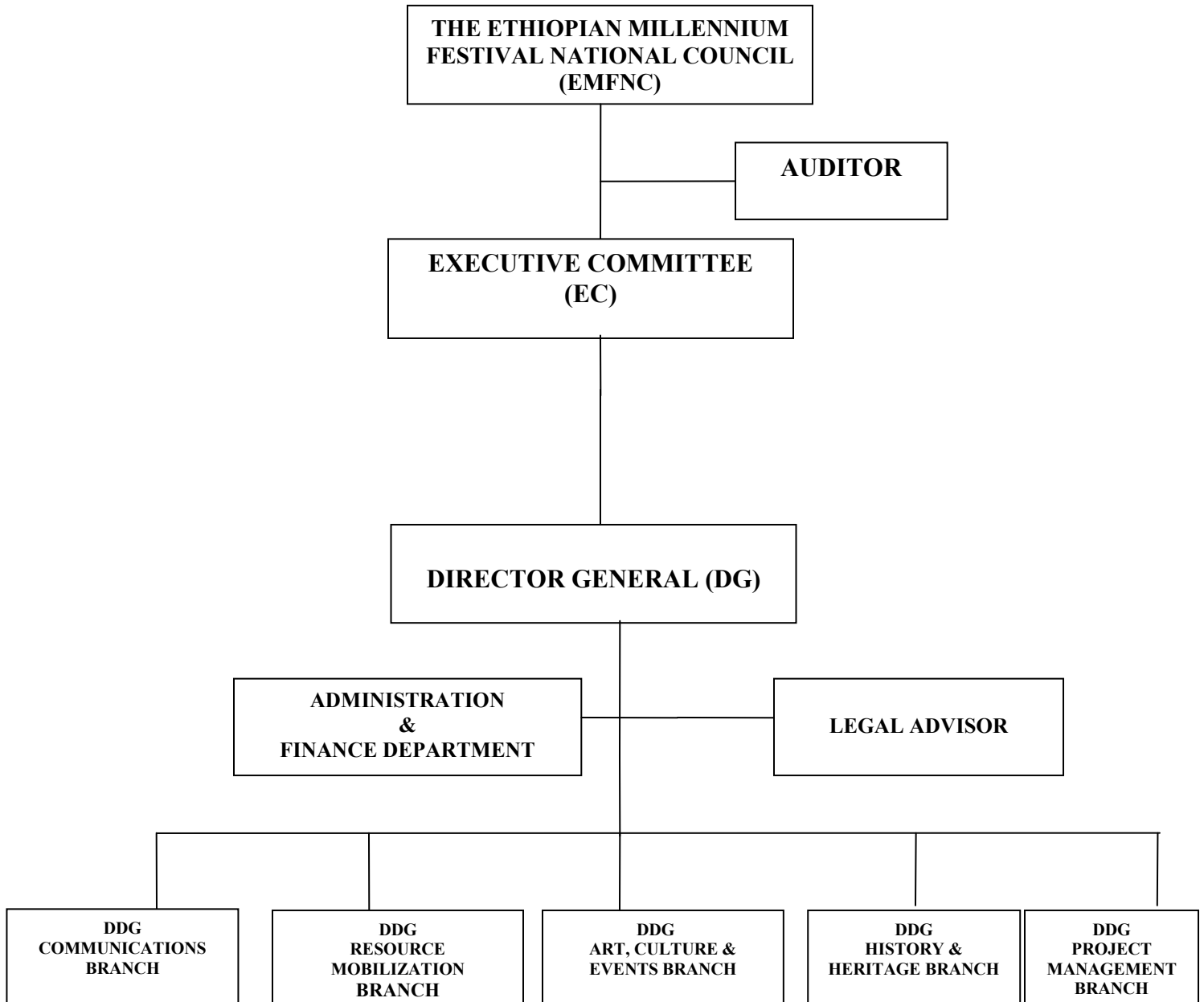


Fig. 2

4.2.3.4 Focus

The Secretariat's organizational structure should focus on the overall mission and objectives stated under section 2 above. Therefore, to come up with a workable structure that suits the stakeholders, an in-depth review of the goals and objectives has been carried out as follows:

- Pertinent documents and records prepared along this line were thoroughly examined.
- Senior and middle level staff members of the Secretariat have been consulted through face-to-face discussions and a series of brainstorming sessions.
- Experiences of other countries which celebrated millennium (six years back) had been examined and relevant findings were taken for granted.

5. Vision, mission and values

5.1 Vision

The National Secretariat's Vision is:

“By using this unique opportunity of the new millennium to create unforgivable memories for the people and friends of Ethiopia, to leave behind a legacy of a united and determined Ethiopia, and lay down a strong foundation for a national shared vision and common platform for the future generation and for the future prosperity of Ethiopia .”

5.2 Mission

Mission statement:

To organize an excellent, unique and unforgettable millennium celebration and year long festivities that embraces and involves the entire people of Ethiopia, to foster unity in diversity and create a shared vision for all the people of Ethiopia and to establish a platform to promote national development, good governance, national heritages and image of the country.

The National Secretariat's specific mission is to:

- promote Ethiopia's positive image to the world.
- enhance national understanding by fostering unity in diversity.
- attract as many people as possible to attend the festivities and the various events.
- promote the millennium events nationally and internationally.
- facilitate a technically excellent year-long Millennium Celebration and provide a unique millennium experience for all stakeholders.
- create a platform for Ethiopians and friends of Ethiopia to support Health, Education, Environment improvement and Youth/Gender related initiatives.
- promote entrepreneurship so that opportunities to create jobs.
- direct the nation in coordinating the celebration by remembering the past, experiencing the present and preparing for the future.

5.3 Values

Our values

- Our first priority is the success of the millennium
- Highly committed
- Service excellence
- Accountability, Honesty and Transparency
- Respect for other's views and opinions, Equality and Fairness in treatment
- Rationality
- Visionary
- Neutrality and Objectivity

<i>In relation to our external stakeholders we will:</i>	<i>In relation to our internal stakeholders we will:</i>
<ul style="list-style-type: none">• Be inclusive and endeavour to achieve buy-in• Be responsive to their needs• Listen and communicate openly• Be open and transparent	<ul style="list-style-type: none">• Strive for excellence and innovation• Be cooperative and work as a team• Listen and communicate openly• Value the well being and diversity of our people

Table. 1

6. Stakeholders Analysis

<i>No.</i>	<i>Stakeholder</i>	<i>Expectations</i>	<i>Likely reactions if expectation not met</i>	<i>Degree of Importance</i>	<i>Response of the Secretariat to the expectation</i>
<i>1</i>	Federal and Regional States	<ul style="list-style-type: none"> • Facilitation/coordination and guidance • Efficient utilization of resources • Meet the objectives • Transparency • Global positioning of Ethiopia • Follow standard practice and procedures 	<ul style="list-style-type: none"> • Replacement of the Secretariat's Management • Audit and inspection • Look for other options 	<i>1</i>	<ul style="list-style-type: none"> • Proper planning and implementation • Proper discharging of duties and responsibilities • High level devotion and commitment

2	Non-Government Institutions	<ul style="list-style-type: none"> • Synergy/theme, idea, concern • Enhancement of their objectives • Material and financial assistance • Inclusiveness 	<ul style="list-style-type: none"> • Go it alone • Counter propaganda /boycott • Lack of credibility/lack of trust • Withdraw support and recognition • Apathy • Indifference • Charge • De-motivation 	2	<ul style="list-style-type: none"> • Achievement based selection of the personnel • Flexibility • Transparency • Be realistic • Capacity building • Communication • Inform • Flexibility
3	The Private Sector	<ul style="list-style-type: none"> • Profit from the event • Investment opportunity • Workable/concrete and feasible functions • Facilitation/coordination and guidance • Visibility • Business positioning 	<ul style="list-style-type: none"> • Withdraw support and recognition • Charge • Counter propaganda /boycott • Lack of credibility/lack of trust 	2	

4	The general Public	<ul style="list-style-type: none"> • Technically excellent and colourful celebrations • Employment • Global positioning of Ethiopia • Inclusiveness • Objectivity • Trustworthiness • Honesty and transparency 	<ul style="list-style-type: none"> • Disappointment • Counter propaganda /boycott • Withdraw support and recognition • Apathy • Indifference 	<i>I</i>	
5	Renowned Individuals, the Diaspora and Artists	<ul style="list-style-type: none"> • Appreciation and promotion • Efficient services • Inclusiveness & participation • Fun • Materialisation of their expertise 	<ul style="list-style-type: none"> • use their expertise power • Counter propaganda /boycott • Withdraw support and recognition • Lack of credibility/lack of trust • Go it alone 	<i>I</i>	

Table. 2

7. Collaborators Analysis

The Secretariat identified the following main collaborators who could assist in achieving its main objectives and the area of collaboration.

<i>No.</i>	<i>Collaborator</i>	<i>Area of collaboration</i>	<i>Relative advantage</i>
<i>1</i>	The General Public	<i>Resource and participation</i>	<i>Popularisation of the vision cost minimisation</i>
<i>2</i>	The National and Regional Council	<i>Resource, support and execution</i>	<i>Efficiency and resource support</i>
<i>3</i>	The Executive Committee	<i>Leadership and fund raising</i>	<ul style="list-style-type: none"> • <i>Visibility and access to the government and the National Council</i> • <i>Support in every aspect</i>
<i>4</i>	Regional governments	<i>Leadership, financial and material resource</i>	<i>Visibility, weight and capacity to materialize the objectives</i>
<i>5</i>	Public/private sectors	<i>Financial support and involvement</i>	<i>Sponsorship and services</i>
<i>6</i>	International Institutions	<i>Financial and technical support and involvement</i>	<i>Global visibility and financial support</i>
<i>7</i>	Donor organizations	<i>Financial support</i>	<i>Strength</i>
<i>8</i>	Individuals	<i>Participation</i>	<i>Cost reduction, creativity and innovation of new idea</i>

Table.3

8. Goals

The following set goals are believed to be very relevant to the mission of the Secretariat and have high impact at a national level.

- a. Promoting a national shared vision
- b. Mobilizing the society around national development and good governance
- c. Promoting the national heritage of the country through citizens involvement
- d. Conveying the country's national objective to the society the youth and the world

9. Objectives

The objectives listed below stem from the above listed goals and indicate how the overall mission of the EMFNC in general & that of the Secretariat in particular could be achieved. They are also desirable outcomes of the Secretariat's activities.

Statement of Goals/Objectives:

Objectives:

1. Organize national cultural and artistic events
2. Organize national sport events
3. Organize national conferences around social issues
4. Organize national exhibitions and symposiums
5. Organize national participatory public activities
6. Organize an Africa day event
7. Appraise and facilitate various Millennium Festival related projects proposed by the general public and private organizations

9.1 Overall Goals and strategies of the millennium

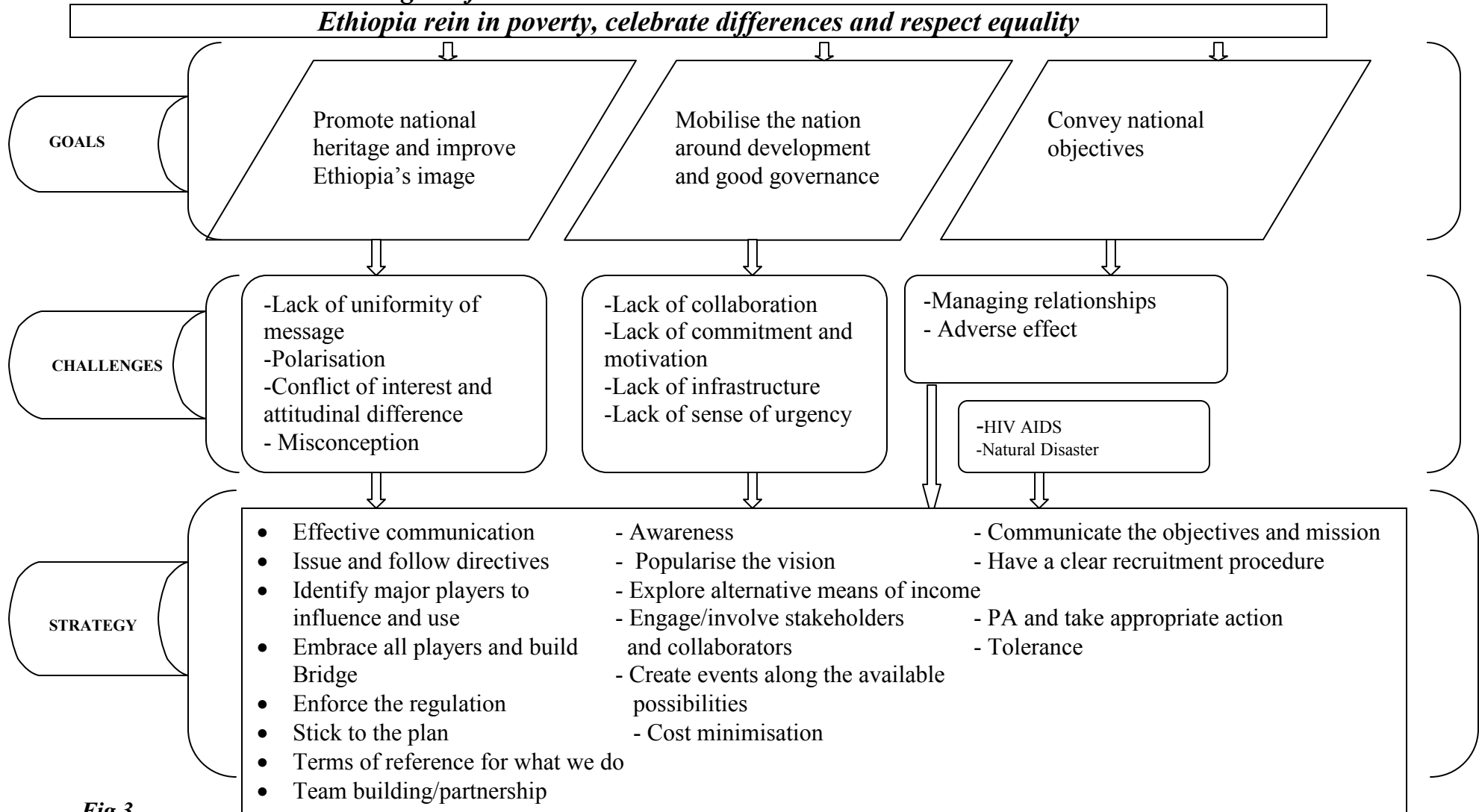


Fig.3

10. Key Strategic Assets

Despite the Critical Strategic Issues noted in the previous section, the Secretariat has key advantages over its competitor. The assets are listed below:

- Good combination and diversified technical and managerial skills that the staff of the Secretariat managed to bring on board
- High commitment and national feeling that the staff have in participating in such a wonderful memorable occasion
- Reputation and collaborative relationships that the Secretariat has with different government and non-governmental organizations
- The Secretariat's ability to use formal structures such as administrative channels, public and civic associations, electronics and press media. etc.
- Above all, the exclusive mandate given to regulate and coordinate the millennium festival celebration. These being the main source of advantage on which the success of the Secretariat depends, equally also is the ability to use these strategic assets. Therefore, the Secretariat has to be innovative and creative in fulfilling scarce financial resources.

10.1 Strategies

The opportunity to meet the national objectives identified above depends on the extent to which these advantages are persuaded and exploited by the Secretariat. Though the millennium is the millennium of all Ethiopians and friends of Ethiopia the programmes and the projects focus more on youth and women who comprises the majority.

The events of festivity and projects of legacy will take care of the costs and value for money principle.

11. Project Appraisal and Prioritisation

Project appraisal is an essential tool in prioritising and selecting projects. It is the means by which spending on a project is justified.

The key issues that should be considered in appraising the millennium projects are:

1. Applicants should give detailed description of the project, identifying the needs it aims to meet by highlighting what the project is supposed to do and for whom, so that it is easy to see whether the proposed project is consistent with the objectives of the Millennium Festival Celebration Secretariat. The Secretariat also needs to know whether the project has a link with other national programs and projects.
2. Ensure that the project plans are viable and is preferred among different ways of achieving key objectives

3. Ensure that the necessary resources are available to deliver the project by examining the detailed budgets.
4. Detailed consideration of what the project does and achieves. The project's output and long-term outcomes i.e. in improving the life of the society (create jobs, better income, safety, improve health conditions and so on)
5. The major concern for the government is whether the project takes in to account local factors, which may affect costs. This should be addressed in the proposal.
6. The proposal must scrutinize practical plans for delivering the projects. This includes whether staffing is adequate, the time table for the work is a realistic one, the organization/ individual implementing the project is capable of delivering, the risk associated is identified, estimated and evaluated properly.
7. Most importantly the Secretariat needs to evaluate the justification of the project once regeneration funding ceases. The Secretariat also needs to evaluate a project's environmental, social and economic impact, its positive and negative effects.

12. Strength, Weakness, Opportunity and Treats Analysis (SWOT)

12.1 Opportunities and Threats

<i>Factors</i>	<i>Opportunity</i>	<i>Threat</i>
<p><i>Political</i></p> <ul style="list-style-type: none"> • Government policies • Regulations and Directives • Change in leadership (AACA) • Decentralised Federal structure • Donors policies • The presence of many diplomatic missions and international agencies in the capital and many Ethiopian missions abroad 	<ul style="list-style-type: none"> • Political commitment • Established law • Efficient dissemination of information • Gov/Donors and Private Sector/Donors partnership possibilities • High visibility 	<ul style="list-style-type: none"> • Internal and external post election political crisis • Irresponsible behavior on the part of the society • Some pessimism on the successful implementation of the plan • Threat of war • Bureaucracy • Apathy

<p><i>Social</i></p> <ul style="list-style-type: none"> • Beliefs • Language • Attitudes • Culture and • Diversity of the society 	<ul style="list-style-type: none"> • Mobilisation of resources • Popularising the vision • Tourist attraction • Source of beauty 	<ul style="list-style-type: none"> • Managing the synergy • Apathy • Logistical problems • Lack of uniformity of message • Sustaining the hype/drive • Lack of capacity to manage the diverse
<p><i>Technological</i></p> <ul style="list-style-type: none"> • Communication at work • New process or product • Alternative way of service requirement • Event venues • New development 	<ul style="list-style-type: none"> • Ability to reach the wider public with in short space of time • Knowledge transfer • Learning curve • Adaptation • Access to information • Uniformity of message by avoiding noise • Proximity • Simplify communication 	<ul style="list-style-type: none"> • Unreliable service • Resistance to change • Affordability problem • Accessibility problem • “Imported good, local bad” mentality • Lack of infrastructure

Table. 4

12.2 Strengths and Weaknesses

<i>Factors</i>	<i>Strength</i>	<i>Weakness</i>
Governance	<ul style="list-style-type: none"> • Close support • Good composition 	<ul style="list-style-type: none"> • Very tight program • Too many priorities
Leadership style	<ul style="list-style-type: none"> • Rich experience • Participation • Empowerment • Delegation 	<ul style="list-style-type: none"> • Ego • Slow decision • Lack of capacity • Communication • Transparency • Control
Organisational structure	<ul style="list-style-type: none"> • Organic • Slim and flat • Motivated • Committed • Fill the gap • Balanced 	<ul style="list-style-type: none"> • Work culture • Role based • Very limited time to design the structure
Facility	<ul style="list-style-type: none"> • Central Location • Famous building 	<ul style="list-style-type: none"> • Inadequacy of office space • Lack of vehicles • Lack of office equipments
Human resources	<ul style="list-style-type: none"> • Balanced • No past office cultural influence 	<ul style="list-style-type: none"> • Lack of adequate skilled man power • Disorganized • Slow recruitment process

Table.5

13. The result of key strategic issues analysis

The following are the strategies developed to deal with the above identified strategic issues and outlines of the Secretariat’s response to the fundamental challenges it would face.

These strategies are evaluated in the terms of practicality and their barriers to the implementation effort.

14. Critical strategic issues and options

Uncertainty, complexity and conflict constitute the normal conditions under which we are trying to manage the millennium celebration. Our analysis shows that the environment we are operating in is full of challenges and that these challenges would definitely affect the ability of the Secretariat to function effectively. The following are the strategies developed to deal with the identified strategic issues and challenges and the Secretariat’s response to them.

These strategies are evaluated in terms of practicality and their barriers to the implementation effort.

	<i>Critical/Key Strategic issues</i>	<i>Options</i>
<i>1</i>	Lack of uniformity of m	<ul style="list-style-type: none"> • Issue and follow directives • Conduct Press Conference and press release
<i>2</i>	Polarisation	<ul style="list-style-type: none"> • Identify major players to influence the target audience • Embrace all players and actively build a bridge by finding common platform
<i>3</i>	Lack of collaboration	<ul style="list-style-type: none"> • Explore alternative means of income • Popularise the millennium vision • Enforcement of regulation
<i>4</i>	Lack of commitment or motivation	<ul style="list-style-type: none"> • Communicate objectives and mission • Clear recruitment procedure • Performance appraisal and take corrective action
<i>5</i>	Lack of infrastructure and logistics	<ul style="list-style-type: none"> • Engage and involve stakeholders and collaborators • Create events along the available possibilities
<i>6</i>	Managing the relationship of the Council’s organs	<ul style="list-style-type: none"> • Effective communication and supervision • Standardised activities by involving the stakeholders
<i>7</i>	Adverse effect of the festival	<ul style="list-style-type: none"> • Robust media campaign • Job creation for many

		<ul style="list-style-type: none"> • Investment attraction • Feel good factor • Image building • Strength in belongingness • Shared vision • Legacy • Sustaining the hype or maintaining momentum
8	Conflict of interest or attitudinal difference	<ul style="list-style-type: none"> • Enforcing the regulation • Stick the plan • Detailed terms of reference for all the works you are doing • Team building/ Partnership
9	Lack of sense of urgency	<ul style="list-style-type: none"> • Awareness of environmental protection/preservation • Change “Imported good local bad” mind set
10	Misconception	<ul style="list-style-type: none"> • Ensure transparency in what we are doing • Use all media outlets • Use neutral and prominent personalities

Table. 6

1. Lack of uniformity of message

From other experiences of festival celebrations of this magnitude, there are possibilities that the information disseminated from the main stakeholders could contradict each other and is highly likely to negatively impact the goals and objectives. Therefore, it should be managed in such a way that every flow of information to the wider public should be controlled and managed effectively through issuing and follow up of directives.

The information that is to be communicated should be thoroughly discussed and a consensus reached amongst the top management of the Secretariat.

2. Polarization

Due to differences in opinions and conflict of interests, differing views regarding the millennium celebration is expected. Therefore, the Secretariat’s main task is to identify the major players and make sure that their expectations are well addressed and embraced through finding a common platform.

3. Lack of collaboration

As a matter of fact, potential collaborators may not be willing to fully participate in the celebration. This could be due to conflict of business interest or other factors. The Secretariat might not be able to find partners locally and could be forced to carry out its plans on its own.

4. Lack of commitment or motivation

Due to the reasons we have identified in our situational analysis, donors may not be as forthcoming as we expect them to be in supporting some of the programs and projects. The Secretariat may therefore lack the financial resources to implement some of the planned programs and projects. It is highly likely that the main stakeholders could be tied up with their own priorities. Commitment levels could also drop as we get closer to the implementation of our plans.

5. Lack of infrastructure and logistics

By lack of infrastructure we mean, lack of: accommodation, transport, communication and other service utilities.

As the number of expected visitors is very high, it is highly likely that these various services could be stretched to their limits. Since the celebration is also planned nationally, there could arise a high requirement for modern infrastructure and logistics and event venues.

6. Managing relationships

The Secretariat will establish synergy with the stakeholders. The role of each party involved in the partnership should be clearly defined and managed accordingly.

In some cases, the geographical locations of the stakeholders could contribute to some degree of loss of control over their activities. These activities should be standardised and effectively communicated to each party so that the relationship could be managed in an organized manner.

7. Adverse effect of the festival

The Secretariat is mindful of the challenges it is bound to face when embarking on a task of organising a celebration of such magnitude at a time when our nation is about to emerge from post-election political crisis, natural disaster, high degree of urban unemployment, abject poverty and the prevailing threat of war.

However, the Secretariat also believes that the millennium celebration would be a wake up call for Ethiopians to close ranks and look forward to the future with great hope and aspiration.

Therefore, it is incumbent on the Secretariat to exploit this opportune moment in the full knowledge that the spirit of the millennium would create conducive atmosphere for employment opportunities, prevalence of feel good factor, give boost to business confidence and encourage inward investment. In realising this objective, the Secretariat pledges to utilise its resource meticulously by establishing check and balances through out its Administrative realm.

8. Conflict of interest or attitudinal difference

The Secretariat is cognisant of the fact that while it discharges its statutory duties, it would encounter clashes with those who might perceive the discharge of its duty as interference with their work.

In order to avert such anticipated situation, therefore, the Secretariat has devised a three pronged approach of: enforcing regulations, adhering to the strategic plan, have a detailed terms of reference for all the main activities it would engage the potential partners.

By so doing, the Secretariat is confident that situations will not get out of control nor lead to turf war with governmental offices/Non governmental organisations.

9. Lack of sense of urgency

The Secretariat is concerned of the fact that there exists grave sense of urgency on the part of the public on issues such as, environmental degradation, problem with urban sanitation etc... It has therefore devised effective communication to raise the consciousness level by involving the public in activities such as national tree plantation, “Keep our cities clean” campaign and conferences around specific national environment related issues.

The Secretariat is also concerned of the fact that our nation has become the dumping pit of mostly unwanted goods from the industrial world. In order to tackle the “Imported good, local bad” mind set, therefore, the Secretariat would be promoting “Buy Ethiopian” campaign.

10. Misconception

While the Secretariat is greatly encouraged by the satisfactory responses that it continues to receive from Ethiopians at home and abroad, it also appreciates the fact that there are those who are intent on misleading gullible Ethiopians by demanding boycott of the celebration. The Secretariat has a no tolerance approach on those who wish to sabotage this festival.

It proposes therefore that the National Council appreciates the fact that the Secretariat engages itself on a continuous media campaigning of elucidating the virtues of celebrating the millennium in Unisom.

By being transparent and inclusive (use of neutral and prominent personalities) in our work we believe to combat such unwarranted attack on the millennium by the confused and confounded.

15. Disbursement Plan

<i>I) Finance required (in million birr) for projects proposed by the Millennium Festival National Secretariat (MFNCS)</i>	
<i>a) Celebratory projects</i>	<i>24.5</i>
<i>b) Legacy projects</i>	<i>128.5</i>
<i>c) Recurrent budget</i>	<i>17.8</i>
<i>Sub total</i>	<i>170.8</i>
<i>II) Finance required (in million birr) for projects proposed by individuals and private businesses</i>	
<i>a) Celebratory projects</i>	<i>36.2</i>
<i>b) Legacy projects</i>	<i>81.9</i>
<i>c) Not known</i>	<i>----</i>
<i>Sub total</i>	<i>118.9</i>
<i>Total</i>	<i>289.7</i>

Table.7

16. Staffing Plan

No	Staff Allocation	Required staff for the next two years	
		2006	2007
1	Professional Staff	61	45
2	Semi-Professional Staff	10	10
3	Support Staff	26	23
Total		97	78

Table. 8

17. Funding Strategy

Based on the objectives of the millennium Festival and its SPM, a catalogue of projects have been compiled. In order to implement these projects the required fund is expected to come from sponsorships, from stockholder's donations, from the sale of raffle and lottery tickets and from the sale of donated goods.

It has, therefore, to come necessary to indicate the anticipated earnings that would flow to the National Secretariat by applying the listed methods of earning.

With respect to funding, due attention is, of course, given to the fact that the Treasury will fulfill its statutory duty of covering the National Secretariat's recurrent beget while the Secretariat will effectively use its mandate of raising fund for projects that are destined to make lasting difference to our society.

The following indicates the source of income as well as the anticipated amount to be raised by implementing various methods of earning.

No.	Method of Earnings	1999 E.C. Anticipated income in millions of Birr	2000 E.C. Anticipated income in millions of Birr
1	Sponsorships	70	50
2	Donors	10	20
3	Raffle and Lottery	10	10
4	From events and the sale of donated goods	5	5
Total earnings		85	95

Table. 9

18. Monitoring and Evaluation

Effective monitoring and evaluation programs ensure that the Secretariat is following the direction established during development of the strategic plan and if not, why not and what to do about it.

In the specific context of strategic planning and management, monitoring should indicate:

- How and when the completed tasks will be monitored
- How and when tasks of relatively short duration will be monitored

Focus

- The focus of monitoring and the strategic plan should be on required resources such as time, financial, human and material resources
- So that the Secretariat management could make timely and efficient decision, effort would be made to make immediate access to information on the implementation of the Strategic plan.

Type

- Follow up on the physical work
Regarding the action plan, the Secretariat's management would follow up and evaluate the potential impact of those time constrained and not timely completed projects and seeks solution by identifying the main activities and prioritising them.

Organisation of the monitoring and evaluation

Collaborators participation

During the implementation phase of the Strategic plan, the ideas and opinions of the relevant Stakeholders, Collaborators and the Service Users would be considered

Appointing monitoring body

A team of three to five professionals would be appointed to monitor and evaluate the implementation of the strategic plan

19. Implementation

- Translate each strategic choice and objectives into several actions which may in turn involve several tasks, and sequencing, timing and pulling the activities in schedule the realistic resource should be allocated for accompanying the activities
- The goal, objectives, strategies and major activities developed for each functional areas of the Secretariat needs to be incorporated in the implementation plan so that it would give all stakeholders a good understanding of the Secretariat's plan.

20. Assumptions

The situational analysis is made on the available data and information that the Secretariat was able to secure with in this very short period of time. It is believed that there are areas which are not covered due to lack of experience or time pressure or due to both.

Therefore, it is reasonable to assume risks which could occur due to weaknesses of thoroughly analysing the situations, uncertainty due consistent change of environment.

Mindful of the above, we have made the following assumptions:

- 1) The Secretariat assumes that the government and the citizens at large are highly committed and willing to take this opportunity to celebrate the millennium
- 2) Above all, the serious follow-up and support of the Executive Committee as it is now as during the millennium celebration period
- 3) The coming May election that would take place in the city of Addis Ababa and locally in the regions and the current war threats from the neighbouring countries would not have adverse effect on the celebration and will not reduce the degree of priority
- 4) The Secretariat expects good cooperation and support from the identified stakeholders and collaborators as stated in the Regulation No. 117/2005 this plan document
- 5) The Secretariat will adhere to the rules of the country but the rules has to be smooth and free of bureaucracy as to enable the office to acquire the right thing at the right time in order to perform its operations efficiently and effectively
- 6) The Secretariat expects stronger organisation and better finance would be made available
 - It is expected that each Regional Council will form their branches up to the Woreda level and will have their own strategic plan apart from assisting the implementations of the this strategic plan and management document
 - Each public or private organisational and institutions will adjust their sectoral plan considering the impact that Millennium celebration would bring about
 - Similarly, they will prepare their own Millennium festival celebration plan based on their sectoral specific conditions
 - All stakeholders should notify the Secretariat their plan so that all the events and programs will be coordinated at the National level. Potential duplicity of events would also be avoided
- 7) The budget for the implementation of the celebratory and legacy projects is acquired through fund raising from donors and sponsors, whereas administrative costs of the Secretariat are allocated by the government
- 8) The Secretariat will work in partnership and collaboration with other organizations for the implementation of the various programs and projects
- 9) For project proposals submitted to the Secretariat, fund raising and financing for the realization of their projects, the applicants are responsible to trace sources of fund for their projects unless and other wise the Secretariat owns it. The Secretariat offers assistance for the projects appraised and selected

Action Plan

22.Action Plan

No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested in Birr
1 Celebratory Projects						
1.1	Unity of Colors	<p>On the eve of 2000, a music and dance show which lasts for about 10 hrs in the evening is organized at Meskel Square. The program/show will have a live transmission in all the capital cities of the regions through big screens. The program is designed in such a way that the cultural values of all the various nations and nationalities of the country are reflected. It also incorporates the diversified cultural values of Africa.</p>	<ol style="list-style-type: none"> 1. Identifying & organizing all the necessary resources 2. Deciding on the content of the program 3. Choreography and mapping up the event 4. Sample show 5. Undertaking the show 	- Sep 11	<ol style="list-style-type: none"> 1. Activity reports 2. Realization of the show 2. Documentations 	14 million
1.2	Wubnesh Ethiopia	<p>A music show incorporating representative Ethiopian musics from the past all through to the present. It will show implications on the trend and developments of the music industry in the country. The show will take two hrs.</p>	<ol style="list-style-type: none"> 1. Identifying and selecting traditional and modern musical instruments and musicians. 2. Preparation of the components of the show 3. Accomplishing the training, rehearsal & preparation 4. Undertaking the show 	Oct. 5	<ol style="list-style-type: none"> 1. Activity reports 2. Realization of the show 2. Documentations 	1.5 million

No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested in Birr
1.3	Millennium Sports	In this program various competitions will be undertaken among local and foreign sport teams. In the competition Athletics, Football and other traditional sports will be incorporated.	<ol style="list-style-type: none"> 1. Identifying and selecting appropriate sport games as well as potential participants. 2. Deciding on the content and settings of the program 3. Preparing the action plan 4. Training and preparations 	Dec.- Jan.2007	<ol style="list-style-type: none"> 1.Activity reports 2.Realization of the show 2.Documentations 	5 million
1.4	The Grand Millennium Walk	The purpose of this program is to introduce new historical places to the people. Two thousand competent male and female walkers will participate in the competition where two thousand km route would be covered through the millennium rally where the final destination is Addis Ababa. Media coverage will be given at the major cities and sites.	<ol style="list-style-type: none"> 1. Identifying and selecting the rally routs 2. Selecting and contacting participants & stakeholders (media, e.t.c.) 3. Undertaking and follow up of the activities 	Sept.- Oct.2007	<ol style="list-style-type: none"> 1.Activity reports 2.Realization of the rally 2.Documentations 	500,000
1.5	Unity in Diversity (Constitution Day)	This program targets to show our differences are the base for our unity and a reflections of our beauty. In the program our diversified cultural and traditional foods and clothing will be exhibited. At the program every individual is expected to be dressed with cultural clothes.	<ol style="list-style-type: none"> 1. Identifying and selecting relevant resources for the program 2. Preparation of action plan and contacting all the concerned 3. Undertaking the program 	Dec.8 th , 2007	<ol style="list-style-type: none"> 1.Activity reports 2.Realization of the show 2.Documentations 	1 million

No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested(Br)
1.6	Millennium Cup	In this project football games are organized in many of the stadiums of the country between Ethiopians and football clubs from out side. These activities are expected to create an inspiration for the development of the Ethiopian football.	<ol style="list-style-type: none"> 1. Organizing an advocacy workshop with the concerned GO's and NGO's and producing the action plan 2. Organizing teams 3. facilitate training for the team members 4. Organizing parallel activities for the planned games. 5. Implementation and follow up. 	March,2007	<ol style="list-style-type: none"> 1. Activity reports 2. Realization of the games 2. Documentations 	500,000
1.7	Millennium Bazaar	The purpose of this bazaar is to promote products of our local industries as well as increasing the capacities of these industries in their production by meeting quality standards through training by professional volunteers.	<ol style="list-style-type: none"> 1. Identifying and selecting places of the bazaar 2. Deciding on the type and quality standard of the products fitting for the bazaar. 3. Contacting potential participants 4. Implementation 	April,2007	<ol style="list-style-type: none"> 1. Activity reports 2. Realization of the bazaars 2. Documentations 	1 million
1.8	African Culture Week	Taking the advantage of the coming of many Africans to Ethiopia around May 25 th African film festival, cultural music concerts and other shows which focus on Africa will be organized for a week. Artists from the various parts of Africa will be invited on the program.	<ol style="list-style-type: none"> 1. Identifying and deciding on the content of the program 2. Contacting and signing a contract with the artists 3. Organizing training 4. Implementation and follow up 	Jan.- Feb.,2008	<ol style="list-style-type: none"> 1. Activity reports 2. Realization of the activities according to the plan 2. Documentations 	500,000

No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested in Birr
1.9	Millennium Generation	A documentary film reflecting the aspirations, wishes and visions of the Ethiopian youth in the coming new millennium. The film's objective is to positively convey the youth's objectives and create a better understanding of our country by the rest of the world.	<ol style="list-style-type: none"> 1. Preparation of the content of the film 2. identifying and collecting the necessary resources 3. Organizing and production of the film 4. Finalizing and launching 	Jul.- Aug.,2008	<ol style="list-style-type: none"> 1.Activity reports 2.The availability of the film 3.Documentations 	500,000

2 Legacy Projects						
2.1	Status Unity in Diversity	This project aims at strengthening the unity of Africa in general and Ethiopia in particular through building ten Statues that represents the nine regions of the country and Africa. These statues would serve as a commemoration of the new millennium. The statues will be constructed in unprecedented and unique way.	<ol style="list-style-type: none"> 1. Identifying and selecting the nature and design of the statues 2. Selecting places for the statues 3. Contacting and contracting with the constructing companies 4. Construction and launching ceremony 	Sept.,2008	<ol style="list-style-type: none"> 1.Activity reports 2.The availability of the statues 3.Documentations 	20 million
2.2	Two trees for two thousand	Due to the intensified deforestation in the country, soil erosion and chimerical change are becoming a threat to the country. To create awareness and start combating this threat, each family will plant two indigenous trees to officially start the millennium celebration.	<ol style="list-style-type: none"> 1. Preparation of seedlings 2. Preparation of a place for the planting 3. Organizing and initiate the people 4. Planting and follow up 	June 8 th 2007	<ol style="list-style-type: none"> 1.Activity reports 2.The availability planted trees 3.Documentations 	55 million

No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested in Birr
2.3	Millennium Student's Day	This program is designed to be undertaken in every schools of the country. Students will travel to nearby places whereby various competition and discussion platforms are organized. This is hoped to create exchange of experiences and increased interaction among students.	<ol style="list-style-type: none"> 1. Preparation of the program type and content 2. Identifying an selecting schools where the programs are undertaken 3. Deciding on the number of participants 4. Organizing the program 5. Implementation & follow up. 	July 7 th 2007	<ol style="list-style-type: none"> 1. Activity reports 2. Realization of the activities according to the plan 3. Documentations 	700,000
2.4	Millennium Park	Millennium parks will be constructed in each regions of the country including Addis Ababa and Dire Dawa. A common design will be developed including 2000 indigenous and diversified types of trees will be planted. In the park a field museum will be constructed that shows the respective region's culture and tradition.	<ol style="list-style-type: none"> 1. Design selection and development 2. Construction 3. Planting of trees 	Sept.,2007	<ol style="list-style-type: none"> 1. Activity reports 2. The availability parks as designed 3. Documentations 	22,000
2.5	Coffee Museum	Considering the fact that Ethiopia has introduced coffee to the world and taking into account the role that it plays in the international coffee trade, as producer of unique qualities, greater attention should be given to this sector. Through this project a coffee museum is planned to be established where research findings are made available. It will be located in regions where coffee is mainly produced so that quality control and improvement mechanisms are effectively developed and applied.	<ol style="list-style-type: none"> 1. Selecting places where the museums are established 2. Identifying and selecting the types of coffees to be part of the museum 3. Developing the design of the museum 4. Construction 5. Identifying the necessary man power and employing 6. Opening up the museum for all 	Sept.,2008	<ol style="list-style-type: none"> 1. Activity reports 2. The availability museums as designed 3. Documentations 	5 million

No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested in Birr
2.6	The Honor document for the origin of mankind	The purpose of this honor document is to serve the guest book of the “Cradle of Mankind”. Several visitors who will travel to the country during the celebration period and witness this unique and remarkable historical time/era by leaving their remarks and comments on the book. The documents are placed at various entry points and in the region of Afar and The OmoValley.	<ol style="list-style-type: none"> 1. Preparation of the document 2. Deciding on the starting date 3. Recruiting workers and employing 4. Making the document ready for visitors for visitors 	Jan.,2007	<ol style="list-style-type: none"> 1.Activity reports 2.The availability documents at the target sites 3.Documentations 	100,000
2.7	Millennium tourist routs	The two main historical routes in the country, i.e. the Islamic expansion and the Old Trade routes are clearly identified and would be made convenient and accessible to the interested visitor.	<ol style="list-style-type: none"> 1. Undertaking a research 2. Putting the routs on map 3. Finalize the necessary agreements with the concerned parties 4. Putting a signal on the routes. 5. Opening the routes for visitors 	June.,2007	<ol style="list-style-type: none"> 1.Activity reports 2. Availability of the research findings 3.The availability routes for visitors 4.Documentations 	100,000
2.8	Millennium School Fund	A school is established to support 2000 children of low income families who cannot afford to pursue their education due to financial reasons	<ol style="list-style-type: none"> 1. Developing the design 2. Selecting the site 3. Construction 4. Organizing all the necessary resources 5. Identifying and contacting 2000 underprivileged outstanding students from all over the country. 	Sept.,2008	<ol style="list-style-type: none"> 1.Activity reports 2.The availability school with the necessary facilities 3.Documentations 	15 million

No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested in Birr
2.9	Day of the Disabled	Paving the way for increasing the participation and contributions of the disabled citizens of the country in the coming millennium is the target of this event. Roads, buildings and service providing organizations such as libraries, museums etc should consider the disabled when designing and constructing facilities. Increasing public awareness of the above mentioned issues and people with disabilities participation in the development activities of the country and help them get out of dependencies is part of the objectives of this project.	<ol style="list-style-type: none"> 1. Research and design works 2. Awareness raising activities 3. Implementations. 	Dec.,2007	<ol style="list-style-type: none"> 1. Activity reports 2. The existence of the facilities in the target buildings, libraries and museums 3. Feedback from participants of the awareness raising activities 3. Documentations 	500,000
2.10	Village Ethiopia	This project constructs a village which reflects all the cultural values and traditions of the nation and nationalities and peoples of Ethiopia. The main objective is to serve as a window to curious visitors as well as an insight on how the diversified nations & nationalities of the country manage their day to day lives and give them an inspiration to go and visit the respective regions	<ol style="list-style-type: none"> 1. Selection of the sites 2. Preparation of the construction design 3. Constructing 4. Organizing all the necessary resources 5. Opening the village for visitors 	Sept.,2008	<ol style="list-style-type: none"> 1. Activity reports 2. The availability of the village with the necessary facilities 3. Documentations 	5 million

2.11	Clean City2000	A convenient and clean living environment is one of the factors that influence productivity of individuals. In this project, awareness raising activities will be undertaken so that individuals give due attention to hygiene and their environment.	<ol style="list-style-type: none"> 1. Organizing awareness raising activities on the needs of convenient living and working environment 2. Undertaking hygienic activities to make the cities clean & convenient to live in 	Jan.,2007	<ol style="list-style-type: none"> 1.Activity reports 2.The existence of clean cities 3.Documentations 	3 million
No	Title	Description	Detailed Activities	Time schedule	Performance Indicators	Budget requested in Birr
2.12	Our Museum	This project promotes activities of the museums that are found in various parts of the country. It is undertaken so that the people are aware of where the various museums are located and what they specialize in. A “Yellow Book”, brochure will be produced.	<ol style="list-style-type: none"> 1. Identifying the museums 2. Gathering the historical background of the museums 3. Collecting information from the people 4. Preparing brochures 5. Publication of the “Yellow Book” 	June,2007	<ol style="list-style-type: none"> 1.Activity reports 2.The availability of brochures and the “yellow Book” 3.Documentations 	500,000
2.13	Youth Networking	This proposal is meant to bring about network amongst the various youth initiatives, associations or organizations so that to come up with a combined effort in achieving the targets of the Secretariat. The program is expected to reach at all youth initiatives in all regions of the country both in rural and urban areas	<ol style="list-style-type: none"> 1. Identifying and contacting. 2. Consultative workshop(2 days) 3. Training on leadership skills, communication skills and Appreciative inquiry.(2 days) 4. Extension program undertaken by the facilitators in their respective regions. 5. Follow up and evaluation 	Jan.,2007	<ol style="list-style-type: none"> 1. Existence of an informed youth with vision for the country 2. Developmental activities will become very participatory that every youth feels owned and considered 3. Existence of a tolerant ,self confident, Visionary ,responsible , rational and goal oriented youth 	800,000

2.14	Towards decreasing unemployment and empowering women	This project will be undertaken with the involvement of the various training centers, micro and macro finance institutions, the various youth initiatives and the community at large. A series of trainings will be organized for job less youth on skills that can help them create a self employment. In addition Entrepreneurs or the skilled man power will be trained in a way that they can access fund in the micro and macro finances. Special emphasis will be given for women.	<ol style="list-style-type: none"> 1. Identifying and contacting target beneficiaries and stakeholders of the project 2. Conducting a consultative workshop in each region with representatives of target beneficiaries and stakeholders (financial institutions, training institution, GO's & NGO's) 3. Organizing various trainings on demand by the beneficiaries. 4. Networking between the financial institutions & the trained youth. 5. Networking between target students & sources of fund. 6. Monitoring and evaluation. 	Jan.,2007	<ul style="list-style-type: none"> - decrease in the rate of unemployment - increase in the number of self employment -increase in the investment rate decrease women drop out rate -decrease in women unemployment rate -increase the socio-economic participation of the women 	500,000
2.15	Our products, our pride	The purpose of this project is to initiate the people to buy mainly local products and producers focus and improve the quality of their products In addition, encouraging creativity is our target. In the program all citizens are made to promise to wear cultural cloth at least once a month.	<ol style="list-style-type: none"> 1. Identifying and selecting various products 2. Identifying customers of the products 3. Promoting the products 4. Undertaking capacity building activities in collaboration with the returns from Diaspora 	Jan.,2007	<ol style="list-style-type: none"> 1. Activity reports 2. The number of the number of the locally produced products 3. Documentations 	100,000
2.16	Millennium Foundation	The goal of this project is that empowering women through education is the base for increasing their participation in the various socio-economic and political developmental efforts.	<ol style="list-style-type: none"> 1. Identifying and contacting major stakeholders 2. Organizing a one day consultative meeting with the representatives such as traditional leaders, GO's NGO's educational institutions and women associations) 3. Establishing the central foundation & the regional sub committees 4. Monitoring and evaluation 	Feb 2007	<ol style="list-style-type: none"> 1. Activity reports 2. Establishment and proper functioning of the foundation 3. Documentations 	200,000

Table.10

23. Implementation Program /Tentative

N.B Term 1. September - November 3. March - May
 2. December - February 4. Jun - August

Table. 11

	Name of the project	2007				2008						
		2	3	4	1	2	3	4	1	2	3	4
1	Unity of Colors	■		■	■			■				
2	Wubnesh Ethiopia	■			■	■	■					
3	Millennium Sport Festival					■						
4	The Grand Millennium Walk				■							
5	Unity in Diversity - Constitution Day					■						
6	Millennium Cup						■					
7	Millennium Bazaar						■					
8	African Cultural Week								■	■		
9	Generation 2000 - The Way Forward											■
10	Unity in Diversity – Statues								■			
11	Two Trees for 2000							■				
12	Millennium Student's Day							■				
13	Millennium Park				■							
14	Coffee Museum								■			
15	The Cradle of Mankind Guest Book					■						
16	Millennium Tourist Routes							■				
17	Millennium School				■							
18	Day of The Disabled					■						
19	Village Ethiopia								■			
20	Clean City 2000					■						
21	Our Museums							■				
22	Youth Networking					■						
23	Towards Decreasing Unemployment and Empowering Women					■						
24	Our products – Our pride					■						

24. List of external projects and financial requirement

No	Project Title	Financial requirement
Celebratory Projects		
1	Documentary film "On Ethiopian social history"	450,840
2	Billal El Habesh / Mahletay Yared	4.1 million
3	Book Gift of the Millennium	30,000
4	Ethio-Millennium Jewels of our country's Art	450,840
5	Magazine Blacks Beauty	-
6	Music Symphony concert	4.1million
7	Face of Ethiopia the Stamp of Art	30,000
8	Music	
9	Festival Ethiopian Disability Art & media Festival	
10	Arts planning for Ethiopia (ET AL)	
11	The taste of Addis- Africa Festival	279,000
12	The development journey of Ethiopia : past, present& in future	1,328,505
13	Millennium Family Accommodation	Support letter
14	Adam and Eve No-Ramuwunga "two hours"	730,010
15	Ethiopian millennium Beauty pageant	
16	Ethiopian Millennium Food & Beverage Festival	
17	Champion Emerald passport & millennium prize	4,818,450
18	Unity of people "Ethiopia in Janmeda"	3,542,354
19	Yesterday and Tomorrow in Today's eyes	2,277,000
20		
21	Coordination of traveling Musical	
22	Red Earth	281,700

23	Preparation for the Ethiopian millennium festival	
24	Ethiopia's thousand years	265'600
25	Ethiopian Millennium X-mass trade fair & shopping Festival GG E.C.	
26	Thousand years	589,312
27	Eth/Millennium last Easter Exhibition & Trade fair	
28	Single album on Ethiopia's Millennium	30,000
29	Who is Miss Millennium?	49,492
30	Festival of Education & Culture	15,525
31	Winners of the Millennium	973'920
32	Ato millennium & W/t millennium on Ethiopian beauty contest	90,000
33	New millennium new generation new Ethiopia children carnival	56,110
34	Millennium Addis Skills Championships	207,179
35	Ethio-millennium film production	156,800
36	Wonder Coffee Wonder Book	85 800
37	Dance kiosk	Collaboration, Facilitation
38	Opera show	279,000
39	E.M.C millennium celebration project	
40	Poetry and photo exhibition	
41	Miss Ethiopian Millennium	1,210,707
42	Last Easter Exhibition	2,077,000
43	Eve of the millennium trade fair and exhibition	
44	Nation wide mobile road show Entertainment	695,805
45	Millennium 'Shama"	
46	Millennium Magazine	27,500
47	T-shirt design and printing	Support letter
48	the production and staging of an Opera	279,000
49	Photo exhibition on flowers	
50	Ethio Millennium Medrek	403,000
51	Millennium Family accommodation	417,600
52	Musical of Women's Hope in the Millennium	
53	Mega Creative Arts center	
54	Rohama tourism industry hotel professional institute	55,000
55	Ethiopian fashion week	500,000
56	Dance the century	273,623
57	A proposal refreshing Assistance or promoting our culture, magnificent Historical & Tourist sites with the newest modern Audio-Visual information	1,500,191
58	Millennium reggae festival	320,000

59	Erection of monuments	8,538,880
60	Clip on the capital of Africa/Addis	44,700
	Total budget for celebratory projects in million birr	<u>36,135,127</u>
Legacy Projects		
1	Lucy 2000	
2	Millennium Water Park	3,000,000
3	Recreational Center	25,000
4	Addis cemetery & park service	
5	Bringing Attitudinal change	84,098
6	Work on Calendars	
7	Pluck of HIV reminder for every house hold	31,500,000
8	Corps consortium for an organized promotional service for the Ethiopian millennium	
9	Gate way 2000 world tour	
10	Statue of Haile Gebreselasie	
11	A forestation project	
12	Reforestation Assistance in promoting our culture magnificent historical & tourist sites with the Newest modern Audio-visual information which are Going to be installed in over 31 standardized Hotels in Addis.	601,700
13	Sculpture of promise & memorial museum	
14	NOR, 2000 special Training for Ethiopia millennium Frontline Entertainers	
15	Life time calendar	
16	The hole of children & youth theatre to detoxify the toxic social environments & to strengthen the heath & well being of children & youth in A.A. /Eth.	50,966
17	Publication of Ethiopian Almanac	3,875,300
18	The All Ethiopian Village	1,414,000
19	Documentary film on major Ethiopian cities	43,000
20	Ten in One	161,240
21	Celebration of the millennium on HIV, harmful practices, gender equality & access to female education	240,170
22	L-Betel art promotion	115,000
23	Millennium celebration and publishing of books	4,718,000
24		
25	MMA Garment factory	2,841,600
26	Bringing up attitudinal change	84,098
27	Arts planning for Ethiopia (ET AL)	Different Support from the

		Government
28	Addis cemetery & park service	2,339,832
29	Village of Nations and nationalities	3,542,354
30	"Zikre Millennium"	8,426,800
31	Millennium Addis skills championship	207,179
32	ET-2000 Pages publishing	Support letter
33	The millennium NGO	Recognition
34	Millennium Ethiopia	
35	Fegegta talk show on orphans and vulnerable children	96,500
36	Narrowing the technological gap of Ethiopia from the reset of the world	863,600
37	'The second Millennium ' book	759,000
38	New I.D. for Addis Ababa's	Support letter
39	The future if the Youth	416,675
40	Panel discussion	13,065
41	Combating malpractices on women	4,291,045
42	Web design	47,897
43	Children radio program	97,240
44	Urban sanitation, tree plantation and town beautification campaign in Addis Ababa	232,350
45	100 children in the new millennium	695,640
46	'Once in a life time'	
47	'Two voices +one of the millennium' book	1,499,784
48	Mass Wedding	217,500
49	Lambadina talk show	196,000
50	Experimental and advocacy theater on HIV	7,436
51	250 Days of Youth action for the new millennium	130,240
52	Documentary film on to heroes of the millennium	182,490
53	Development & creation of national consensus	8,783,450
	Total budget request for legacy projects in million birr	<u>81,800,249</u>
	Total budget request for projects in million birr	<u>117,935,376</u>

Table.12

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4. *Various census and tourist journals were referees.*