One-Year Planned Activities

January to December 2024

Mekelle

December /2023

Gere'alta Institute for Policy Studies and Training

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The Gerealta Institute for Policy Studies and Training (GI_PST) (hereafter referred to as the "Institute") is a nonprofit organization that was founded in 2023 to support Tigray's various public policy initiatives with evidence and concepts based on scientific principles to aid in the development of meritocratic government in Tigray. To achieve this, the Institute will conduct research and advocate for changes in important public and private sector organizations on a variety of policy issues and products by applying specialized, evidence-based knowledge on subjects like social policy, political strategy, economics, the military, specific, fact-based expertise to important governmental and business sector entities.

The Institute was founded to address broad concerns essential to Tigray's immediate recovery, rehabilitation, sustained social and economic development, democratic transition, and political stability. The Institute has created a strategy plan and road map with a thorough long-term vision to fulfill its purpose and mandate.

Visions Statement

The Institute will specialize in public policy, leadership development, and public opinion creation in the country's preeminent think tank organization.

Mission Statement

The Institute will purposefully collect, analyze, formulate, and disseminate valid, reliable, timely, and useful information on public policy, public education in politics, peace and security, and state and national development, primarily focusing on the Tigray region and the

Horn of Africa. The Institute also aims to enhance the ability of leaders to make informed decisions based on knowledge and to establish a democratic culture and institutions in Tigray.

Value Statement

GI-PST values innovation, professionalism, partnership in its tasks, and relationships with its stakeholders and organizations.

The Insitute has developed a three-year strategy to accomplish the following three important areas, namely:

1. Facilitate the improvement of governance capacity within the Tigray state and establish the foundation for a merit-based and professionally oriented state.
2. Enhance the democratic political culture and institutions and factors that facilitate the expansion of the political space.
3. Contribute towards the rehabilitation and reconstruction efforts of Tigray.

Below are thematic component areas of focus that the Institute will be engaged in.

- The first is to increase the human and financial capacities of the Institute. As part of this strategy, activities that increase the Institute's financial and human resource capacities, action items that assist the Institute in establishing working partnerships with organizations comparable to the Institute, and a planned activity on holding a stakeholders' conference are all outlined.
- Second, to contribute towards good governance and democratization. Among the topics covered in this section are identifying the gaps in governance and democratization, as well as other study subjects and courses on leadership. Additionally, a plan is provided for the organization of a sizeable all-Tigray conference that will be held to discuss significant challenges that are now being faced.
- The third component is a plan that would involve the examination of the media environment in Tigray, as well as the provision of training to journalists to enhance their overall capacity.
- The fourth component will deal with investigating geopolitical issues, examining the developments in the Horn of Africa and the link between Tigray and the center.
- The fifth section will discuss development affairs, the reexamination of existing policies and systems, the influence these have had on Tigray's growth, and the potential proposals for reform.
- The sixth focus area will be psychosocial healing/support and the engagement of the diaspora community,

- The seventh area will address the development of effective communication to

disseminate valid, reliable, useful, and timely information by increasing communication specialist competency and organizing journals, newsletters, and other printed, audio and video materials.

I. Institutional Capacity Building Initiative

A. Goal

To research and mobilize the minimum human and financial requirements to enable the Institute to commence its operation.

B. Justification

Institutional capacity refers to the ability of the Institute to achieve its objectives and fulfill its mandate. It encompasses various aspects such as human resources, financial resources, infrastructure, technology, governance, leadership, management, partnerships, and organizational culture. Ensuring that the Institute has the required capacity to undertake its tasks is important for several reasons:

- It improves the efficiency, effectiveness, and quality of the Institute's work and outputs and increases its impact and value.
- It enhances the credibility, reputation, and legitimacy of the Institute and builds trust and confidence among its stakeholders and beneficiaries.
- It enables the Institute to adapt and respond to changing needs, demands, and opportunities and to cope with challenges and risks.
- It fosters the Institute's innovation, learning, and improvement and creates a culture of excellence and accountability.

C. Activities

- Conduct a SWOT analysis: Analyze the strengths, weaknesses, opportunities, and threats (SWOT) of the organization and define the vision, mission, and values of the organization.
- Develop clear goals and skills required to forecast future needs: Anticipate the demand and supply of human resources, consider the external and internal factors that may affect the workforce, and project the skills and competencies required for the future.
- Determine the resources needed to achieve the goals: Based on the forecast, select the resources needed to achieve organizational goals, which includes developing a human

resource budget, identifying the gaps between the current and desired human capital, and devising strategies to fill those gaps.

- Execute the plan: After determining the resources needed, complete the plan by implementing human resource strategies, such as recruitment, selection, training, development, compensation, performance management, and retention.
- Assess and pivot: Monitor and evaluate the outcomes of the human resource plan, measuring the return on investment (ROI) of the human resource activities and making adjustments and improvements as needed.
- Establish a resource mobilization unit: A resource mobilization unit is responsible for implementing the fundraising plan, which engages board members, volunteers, and supporters with the skills, connections, and commitment to raise funds for the organization. Develop clear roles and responsibilities, regular communication and coordination, and ongoing training and support for the unit.
- Develop a fundraising plan: Develop a fundraising plan that outlines the goals, strategies, and actions for raising money to support the organization's mission, with a clear statement of the purpose and impact of the organization, a realistic budget and timeline, a list of potential donors and sources of income, and a plan for donor cultivation and stewardship.
- Create a compelling case for support: Develop a document that explains why donors should give to the organization, which highlights the problem or need the organization addresses, the solution or approach it offers, and the evidence or results it achieves. The call to action or request the organization makes.
- Diversify the fundraising sources: Diversifying the fundraising sources means seeking funds from different donors and methods. This will include individual donors, foundations, corporations, government agencies, events, online platforms, and more. Diversifying the fundraising sources can help the organization reduce the risk of dependency, increase sustainability, and expand its reach and impact.
- Cultivate and retain the donors: Cultivate and build and maintain long-term relationships with the donors. This can include acknowledging and thanking the donors, reporting and updating the donors, engaging and involving the donors, soliciting and renewing the donors, and recognizing and rewarding the donors. Cultivating and retaining donors can help the organization increase the loyalty, trust, and satisfaction of the donors and encourage repeated and increased giving.

A. Estimated Cost

$ 00.00

B. Estimated Timeline

January 2024 to December 2024

II. Develop twinning arrangements with local and international organizations that share characteristics and common goals to facilitate cooperation, exchange, and learning.

(A twinning program in development is a partnership that links two entities, local and or international, with shared characteristics to achieve a common goal, such as improving institutional capacity, knowledge transfer, or policy reform.)

1. Goal

The goal of twinning arrangements is to build the capacities of the Institute through partnership, cooperation agreements, exchange, and learning.

2. Justification

- To facilitate the partners' cooperation in research and training, making the exchange of experience, learning, capacity enhancement, performance, and innovation possible.
- To facilitate the transfer of knowledge and skills to increase the effectiveness and efficiency of the Institute.

3. Activities

- Find a suitable twinning partner: The next step is to find a suitable twinning partner who can provide the necessary support and expertise to the twinned partner. Assess whether the partnering organizations have similar or complementary interests, experience, and resources as the twinned partner and be willing to share their knowledge and best practices.
- Establish a twinning agreement: Establish a twinning agreement that defines the scope, duration, and expected outcomes of the twinning arrangement. This includes specifying the roles and responsibilities of each partner, the communication and reporting mechanisms, and the monitoring and evaluation criteria.
- Implement the twinning activities: Implement the twinning activities agreed upon by both partners, which can include various forms of cooperation, such as technical assistance, training, mentoring, exchanging information and personnel, joint research and training projects, etc.

- Review and assess the twinning results: The final step is to review and assess the twinning results and measure the impact and benefits of the twinning arrangement,

which includes conducting assessments based on the indicators and targets that are set in the twinning agreement and involve feedback from both partners and other stakeholders.

4. Estimated Cost

$ 00.00

5. Estimated Timeline

Between January 2024 to December 2024**.**

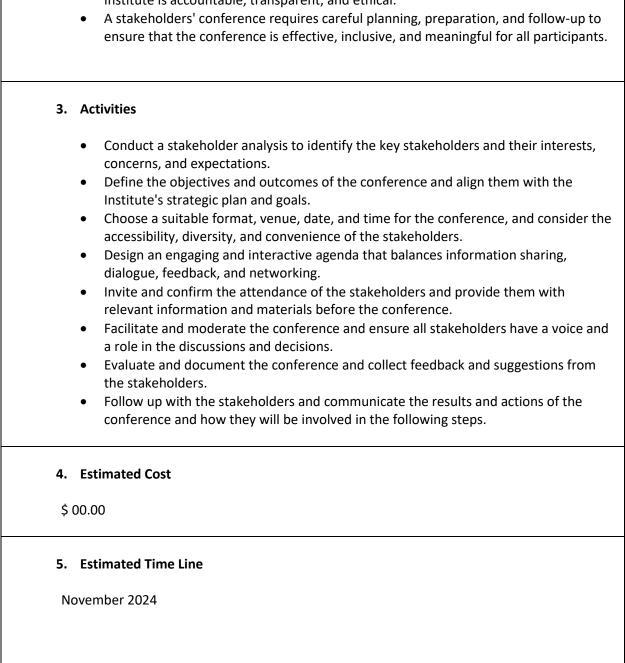## III. Conduct Stakeholders Conference

1. Goal

To bring together the persons and organizations with a stake in the Institute's mission to secure their support and collaboration.

2. Justification

A stakeholders conference is a meeting or event that brings together the people who have a stake in Gerealta Institute's work. The purpose of a stakeholders conference can vary depending on the Institute's goals, but some common reasons are:

- To share the Institute's vision, mission, values, and strategic plan with its stakeholders and get their feedback and input.
- To foster collaboration and partnership among stakeholders, such as beneficiaries, donors, volunteers, staff, board members, community leaders, and other partners.
- To showcase the Institute's achievements, impact, and challenges, celebrate successes, and learn from failures.
- To solicit support and resources from potential and existing stakeholders, such as funding, advocacy, referrals, or volunteers.
- To identify and address the stakeholders' needs and expectations and ensure that the

Institute is accountable, transparent, and ethical.
- A stakeholders' conference requires careful planning, preparation, and follow-up to ensure that the conference is effective, inclusive, and meaningful for all participants.

3. **Activities**

- Conduct a stakeholder analysis to identify the key stakeholders and their interests, concerns, and expectations.
- Define the objectives and outcomes of the conference and align them with the Institute's strategic plan and goals.
- Choose a suitable format, venue, date, and time for the conference, and consider the accessibility, diversity, and convenience of the stakeholders.
- Design an engaging and interactive agenda that balances information sharing, dialogue, feedback, and networking.
- Invite and confirm the attendance of the stakeholders and provide them with relevant information and materials before the conference.
- Facilitate and moderate the conference and ensure all stakeholders have a voice and a role in the discussions and decisions.
- Evaluate and document the conference and collect feedback and suggestions from the stakeholders.
- Follow up with the stakeholders and communicate the results and actions of the conference and how they will be involved in the following steps.

4. **Estimated Cost**

$ 00.00

5. **Estimated Time Line**

November 2024

IV. **Good Governance and Democratization**

A. Goal

To contribute towards expanding democratic space and good governance in Tigray by researching, training, and effectively proven interventions.

B. Justification

The rationale behind Gerealta's focus on expanding the democratic space and enhancing the governance standards is the following.

- It enhances the capacity of the political leadership to strategically forecast opportunities to take advantage of and threats to avert.
- It promotes human rights and dignity by ensuring that people have a say in the decisions that affect their lives and that they are protected from arbitrary or oppressive actions by the state or other actors.
- It fosters social and economic development by creating an environment that encourages innovation, accountability, transparency, and responsiveness. Democratic governance also helps to reduce poverty, inequality, and corruption by ensuring that public resources are used efficiently and equitably.
- It enhances peace and stability by providing peaceful and legitimate ways of resolving conflicts and preventing the emergence or escalation of violence. Democratic governance also supports cooperation and dialogue among different groups and interests and fosters a sense of national identity and belonging.

C. Activities

- Undertake needs assessment on the gaps in governance and democratic space.
- Conduct political economy analysis (PEA) to understand the context, actors, and incentives that shape a country's or sector's political and governance systems.
- Research Tigray's past and current political developments and draw lessons to make the future more strategic, democratic, and transparent.
- Organize leadership training to address systemic governance problems.
- Conduct conferences and workshops where timely research outputs are deliberated and mutual understanding and consensus are created on critical issues.
- Evaluating the impact and effectiveness of democracy and governance interventions, such as civil society and media programs, the rule of law and justice sector reforms, human rights and gender equality initiatives, and political transition and inclusion efforts.
- Disseminating and learning from the evidence and best practices of democracy and

governance assistance, such as through publications, newsletters, webinars, and workshops.

D. Estimated Cost

$ 00

E. Estimated Timeline

January –December 2024

V. Leadership training for top civil, political, military, and business leaders.

1. Goal

Enhance the capacity of leaders to lead professionally and democratically and introduce systems of a meritocratic governance system.

2. Justification

Leadership training is a process that aims to develop the skills and qualities required to be an effective leader. Some of the skills that are often emphasized in leadership training are communication, decision-making, emotional intelligence, persuasion, and change management. Leadership training can be delivered through various methods, such as workshops, seminars, coaching, mentoring, and experiential learning.
A meritocratic governance system is a political system in which economic goods or political power are vested in individual people based on their abilities and achievements rather than their wealth or social class. Meritocracy is often associated with equality of opportunity, meaning everyone has a fair chance to succeed based on their merits. Meritocracy can also be seen as rejecting hereditary aristocracy and nepotism, which are forms of social organization that favor certain groups or individuals based on their birth or connections.
The provision of training to the leadership of top civil servants and political, military, and business leaders can contribute to enhancing an effective meritocratic governance system and the creation of an enlightened generation of leaders in several ways. First, leadership training can help leaders to improve their performance and achieve better results for their organizations and society. By learning and applying proven strategies and techniques, leaders can increase their efficiency, productivity, innovation, and quality of service.
Second, leadership training can help leaders to inspire, influence, and empower others.

Leaders can foster a positive and collaborative culture, motivate and engage their followers, and resolve conflicts and challenges by developing their emotional intelligence, communication, and persuasion skills. Third, leadership training can help leaders to adapt to change and uncertainty. By enhancing their decision-making, problem-solving, and change management skills, leaders can anticipate and respond to emerging trends, opportunities, and threats and lead their organizations through transformation and growth. Training top civil servants and political, military, and business leaders can enhance an effective meritocratic governance system, but it is not a panacea. Leadership training and meritocracy are complex and contested concepts that require critical and nuanced analysis and evaluation. They must also be complemented by other policies and practices that promote fairness and justice that eventually contribute to establishing inclusive institutions in Tigray.

3. Activities

The following are some activities in planning and implementing leadership training.
1. Assess the current state of leadership and governance in Tigray. This involves identifying existing leadership and governance practices' strengths, weaknesses, opportunities, challenges, and the stakeholders' needs, expectations, and preferences. This can be done through surveys, interviews, focus groups, observations, and other data collection and analysis methods.
2. Define the leadership training's vision, mission, values, and goals. This involves articulating the organization's purpose, direction, principles, desired outcomes, and the leaders' and followers' roles and responsibilities. This can be done through a participatory and inclusive process involving all relevant parties' input and feedback.
3. Design and implement a leadership development plan. This involves creating a comprehensive and customized plan that outlines the objectives, activities, resources, timelines, and indicators of success for developing and enhancing the leadership skills and behaviors of the current and potential leaders in the organization. The plan should address the specific needs and gaps identified in the assessment, as well as the best practices and evidence-based approaches for leadership development.
4. Monitor and evaluate the progress and impact of the leadership development plan. This involves collecting and analyzing data and feedback on the implementation and outcomes of the plan, as well as the participants' and stakeholders' satisfaction and engagement. This can be done using quantitative and qualitative methods, such as surveys, tests, interviews, focus groups, observations, and case studies. The monitoring and evaluation results can be used to identify the strengths, weaknesses, and areas for improvement of the plan, as well as to celebrate the achievements and recognize the contributions of the participants and the stakeholders.

4. Estimated Cost

USD 00.00

5. Estimated Timeline

From January 2024 to December 2024

VI. Research on the genesis and process of the genocidal war.

1. Goal

Understand the roots of the genocidal war, draw lessons, and recommend ideas and systems to avert similar costly political crises.

2. Justification

- To understand the historical and contemporary causes and consequences of the genocide war and draw lessons.
- To acknowledge and honor the victims and survivors of genocide and to seek justice and reparations for their losses and traumas.
- To prevent and intervene in future genocides by identifying the warning signs, the risk factors, and the potential solutions for stopping or mitigating the violence.
- To challenge and critique the dominant narratives and discourses that justify, deny, or minimize genocide and to promote alternative perspectives and voices that expose and resist the genocidal policies and practices.
- To educate and inspire the public and the policymakers about the history and the reality of genocide and to foster a culture of human rights, peace, and solidarity among different groups and nations.

3. Activities

- Examine the historical, political, social, and psychological factors that contributed to the emergence and escalation of mass violence against a specific group of Tigray. Compare and contrast with similar situations that occurred in Rwandan genocide of 99, the political and economic instability of the country, the role of hate media and propaganda, and the failure of the international community to intervene.
- Compare and contrast different cases of genocide in history, such as the Holocaust, the Armenian genocide, the Cambodian genocide, and others, to identify the common patterns and triggers of genocidal behavior.

- To draw lessons from the genocidal war, one needs to analyze the strengths and weaknesses of the responses and prevention efforts by the actors involved, such as the victims, the perpetrators, the bystanders, the rescuers, the governments, and the international organizations.
- Recommend ideas and systems to avert similar costly political crises in the future, one needs to propose concrete and feasible solutions that address the root causes and the risk factors of genocide and enhance the resilience and preparedness of Tigray people.

4. Estimated Cost

$00

5. Estimated Timeline

January 2024-September 2024

VII. Organize an all-Tigray Conference where Tigray political, military, and civic leaders participate.

1. Goal

Conduct a conference where political parties, government, military leaders, and civic and religious leaders gather to discuss and create consensus on major issues about Tigray's governance, development, and future.

2. Justification

It is crucial to hold a conference after the genocidal war on Tigray, when representatives from political parties, the government, the armed forces, and civic and religious organizations come together to talk and come to an agreement on essential matters concerning the administration, development, and future of Tigray.

Two years of deadly fighting that resulted in severe political, economic, and humanitarian crises in Ethiopia and the surrounding area was known as the Tigray War. Thousands of people lost their lives in the war, millions were displaced, several atrocities were committed, and hundreds of thousands of others experienced starvation.

On November 2, 2022, in Pretoria, the Ethiopian government and the TPLF signed a peace agreement

that ended the conflict. The political disagreements between the Tigray area and the central government, the status of disputed territory, Eritrea's involvement, and the future of Ethiopia's federal system were among the complaints and underlying causes of the war that the peace settlement failed to address.

As a result, convening a conference with all of Tigray's leaders under one roof enables reflection on the country's past, present, and future while fostering consensus on essential concerns.

3. Activities

Organizing and conducting a conference for political parties, government, military leaders, and civic and religious leaders to gather to discuss and create consensus on major issues about Tigray's governance, development, and future is a complex and challenging task. For this purpose, the following activities will be undertaken.

- Identify the purpose and objectives of the conference. What are the main issues that need to be addressed? What are the desired outcomes and outputs of the conference? How will the conference contribute to understanding past and present poltical developments and shed light on the future of Tigray?
- Identify the potential participants and stakeholders of the conference. Who are the key actors and influencers in Tigray's political, military, civic, and religious spheres? Who are the representatives of Tigray's different factions, groups, and communities?
- Establish a steering committee or a coordination mechanism to oversee the planning and implementation of the conference. The committee should include experts and facilitators who can provide technical and logistical support. The committee should also ensure that the conference is inclusive, transparent, and participatory.
- Conduct a situational analysis and a stakeholder mapping to assess the current context and the interests and positions of Tigray's different parties and groups. This can help to identify the common ground and the areas of divergence among the participants, as well as the opportunities and challenges for dialogue and consensus-building.
- Design the agenda and the format of the conference. The agenda should reflect the purpose and objectives of the conference, as well as the needs and expectations of the participants.
- Secure the venue and the resources for the conference. The venue should be accessible, safe, and comfortable for the participants. The resources should include the equipment, materials, and services needed for the conference, such as audio-visual systems, interpreters, catering, etc. The budget should also cover the travel and accommodation costs of the participants, especially those who come from remote or insecure areas.
- Invite and confirm the participation of the speakers and the attendees. The speakers should be experts, practitioners, or leaders who can provide relevant and credible information, insights, or perspectives on the issues and topics of the conference. The attendees should be diverse and representative of Tigray's different parties and groups. The invitation and confirmation process should be done in advance respectfully and courteously.
- Conduct the conference according to the agreed agenda and format. The conference should be opened and closed by the steering committee or the coordination mechanism, who should

also provide guidance and direction throughout the conference. The speakers and the facilitators should deliver their presentations and lead their sessions clearly and engagingly. The participants should actively and constructively participate in the conference by listening, sharing, questioning, and collaborating.

- Evaluate and follow up on the conference. The steering committee should evaluate the conference, the coordination mechanism, the speakers, the facilitators, and the participants. The evaluation should measure the effectiveness and impact of the conference, as well as the participants' satisfaction and feedback. The follow-up should include disseminating the conference outcomes and outputs, such as the reports, the recommendations, the action plans, etc. The follow-up should also include monitoring and implementing the agreed actions and commitments and continuing and strengthening the relationships and networks established during the conference.
- These general steps can help organize and conduct a conference for political parties, government, military leaders, and civic and religious leaders to gather to discuss and create consensus on major issues about Tigray's governance, development, and future.

4. **Estimated Cost**

$ 00

5. **Estimated Timeline**

January 2024 and July 2024

VIII. Media and Communication

1. **Goal**

Contribute to the opening up of the media environment and enrich and diversify the content and outlets of the public conversation.

2. **Justification**

The media environment in Tigray is a complex and contested topic, especially in the ongoing war and humanitarian crisis that has affected the region since November 4, 2021. Researching all aspects of the media environment in Tigray is essential for several reasons:

- To understand the causes and consequences of the information blackout imposed by the Ethiopian government and its allies, which has severely restricted access to

journalists, aid workers, and researchers. The lack of reliable and independent information has made it difficult to assess the extent of the crisis, verify survivors' accounts, and provide humanitarian assistance to the millions of people in need.

- To examine the role of media manipulation and propaganda in shaping the narratives and perceptions of the conflict, both within and outside Tigray. The war over the narrative has also influenced the international response and the prospects for peace and reconciliation.
- To examine the media policy and systems of managing the media environment and recommend measures that contribute towards the opening up of both the mainstream and social media in Tigray.

3. **Activities**

Issues covered will include:

- The development of policies Implementing policies and practices that support the recruitment, retention, and advancement of journalists and media workers of the highest standards .
- Providing training and mentoring opportunities for journalists and media workers to develop their skills and knowledge on various topics and issues.
- Creating platforms and spaces for dialogue and collaboration among journalists and media workers from different backgrounds, perspectives, and outlets and encouraging them to share their experiences and insights.
- Ensuring that the media content reflects the diversity and complexity of the Tigray society and covers a wide range of topics and issues that are relevant and important to different audiences and communities.
- Seeking feedback and input from the audience and the public on how to improve the quality and diversity of the media content and responding to their needs and expectations.
- Encouraging the public to consume and produce media content from diverse and credible sources, engage in constructive and respectful dialogue, and debate with others with different views and opinions.
- Raising awareness and understanding of the role and responsibility of the media in society and democracy and of the rights and duties of the public as media consumers and producers.
- Support independent and alternative media outlets and initiatives. Independent and alternative media outlets and initiatives can provide more diverse and pluralistic content and perspectives.
- Creating and strengthening networks and alliances among independent and alternative media outlets and initiatives facilitates collaboration and coordination on common issues and goals.
- Promoting and showcasing the work and achievements of independent and alternative media outlets and initiatives and increasing their visibility and recognition among the public and the media industry.

- Advocating and lobbying for the protection and promotion of the freedom and independence of the media, the regulation and oversight of the media ownership and concentration, and the media ethics and standards.

4. Estimated Cost

$ 00

5. Estimated Timeline

January 2024-December 2024

IX. Organize training for government and private media journalists on journalistic skills and ethics.

1. Goal

Contribute to the creation of professional and responsible media in Tigray.

2. Justification

- It can help inform the public about the facts and realities of the conflict, which has been marked by misinformation, propaganda, and censorship.
- It can help create a socially responsible and independent class of journalists in Tigray
- It can provide a platform for dialogue and reconciliation among the different ethnic and political groups in Tigray and Ethiopia and foster a culture of peace and tolerance.
- It can expose and document the human rights violations and atrocities committed and facilitate accountability.
- It can amplify the voices and stories of the victims and survivors of the conflict and raise awareness of their needs and challenges.
- It can support the humanitarian response and aid delivery to the affected populations by highlighting their situation and advocating for their rights.

3. Activities

- Identify the needs and objectives of the training program. What are the specific skills and ethical principles that journalists need to learn or improve? How will the training program measure the outcomes and impact of the learning process?
- Select the trainers and the curriculum. Who are the experts or professionals who can deliver the training content effectively and credibly? What topics and activities will cover the essential aspects of journalism skills and ethics? How will the training program balance theory, practice, feedback, and evaluation?
- Secure the resources and logistics. How much funding is available or needed for the training program? What are the sources of financing, and how can they be accessed? What are the training program's venues, equipment, materials, and other logistical requirements? How will the training program ensure the participants' and trainers' safety and security?
- Recruit and select the participants. How many journalists can the training program accommodate? What are the criteria and process for choosing the participants? How will the training program reach potential participants from government and private media outlets in Tigray? How will the training program ensure the diversity and inclusion of the participants?
- Implement and monitor the training program. How will the training program communicate with the participants and the trainers before, during, and after the training sessions? How will the training program handle any challenges or issues during the implementation? How will the training program collect and analyze data on the participants' and trainers' progress and performance?
- Evaluate and report the training program. How will the training program measure the effectiveness and impact of the training content and delivery? How will the training program solicit and incorporate feedback and suggestions from the participants and the trainers? How will the training program document and disseminate the results and lessons learned from the training program.

X. Psychosocial Healing

1. **Goal**

Develop various forums and programs for psychosocial support for diverse stakeholders, including the diaspora, to promote the mental and social wellbeing and recovery of the Tigryan people.

2. **Justification**

- Psychosocial healing is important for a traumatized society by war because it can help individuals and communities cope with the psychological and social consequences of violence and loss. War can cause severe mental health problems such as post-traumatic stress disorder (PTSD), depression, anxiety, and grief, as well as disrupt social relationships, trust, and cohesion. Psychosocial healing can provide survivors support, care, and empowerment, fostering social integration, reconciliation, and peacebuilding.
- Psychosocial healing is a complex and multidimensional process that requires a holistic and comprehensive approach involving different levels of intervention, such as individual, family, group, and community, and other types of activities, such as counseling, psychotherapy, education, advocacy, and social action. Psychosocial healing is context-specific and culturally sensitive and should be based on the affected population's needs, strengths, and resources. Some of the benefits of psychosocial healing for a war-affected society are to:
- Reduce the symptoms and distress of trauma and improve the wellbeing and functioning of individuals.
- Enhance individuals' and communities' resilience and coping skills and help them adapt to new realities and challenges after the war.
- Restore the survivors' dignity, identity, and belonging and help them reconnect with their family, friends, and neighbors.
- Promote social cohesion, trust, and solidarity among different groups and facilitate dialogue, forgiveness, and reconciliation among former enemies.
- Contribute to the reconstruction and development of society and prevent the recurrence of violence and conflict.

3. **Activities**

- Examine the roots, not just the symptoms, of the problems caused by war, such as violence, poverty, injustice, and human rights violations.
- Synthesize a range of perspectives and connect them in new ways, such as involving different stakeholders, disciplines, and sectors in the healing process.
- Address possible post-traumatic problems across the leadership class in Tigray and as a significant prelude in healing the people.
- Establish a range of approaches to healing, including using varied forms of therapy or

wellbeing practices, using the arts and storytelling, bridging cultural divides, advocating, researching, enacting policy, and changing laws.

- Support the social acceptance and integration of survivors, especially those who have been marginalized, stigmatized, or rejected by their families and communities, such as rape victims.
- Enhance survivors' self-esteem, community support, and respect, and help them develop coping skills and resilience.
- Foster social cohesion, inclusion, and gender equality, and promote diversity and sustainability of livelihoods.
- Conducting a conference on this topic is a great way to raise awareness, share knowledge, and foster collaboration among different actors and stakeholders.

4. Estimated Cost

$ 00

5. Estimated Timeline

January 2024 – December 2024

XI. Researching and analyzing the changing geopolitics of the Horn of Africa and Tigray's future.

1. Goal

To robustly analyze facts and trends to formulate action plans to influence political outcomes and avert or predict dire consequences.

B. Justification

- The political environment in the Horn of Africa is interdependent. Whatever happens in one country affects the other as evidenced by the political changes in Ethiopia and

the changed alignment of forces in the region. The Tigray war and the consequent genocide on Tigray was a natural upshot of the political changes.

- After the Tigray war, forces' political changes and alignment are rapidly changing. The fast waves of changes could topple regimes, trigger another war, and unravel countries. In this regard, scrutiny of the political developments and their impact on Tigray is needed.
- The power projection and scramble for military bases by extra-regional states, such as the Gulf States, Turkey, China, and the U.S., could increase the risk of external interference and proxy wars in the Horn of Africa.
- The competition for commercial ports and access to the Red Sea and the Indian Ocean could create economic opportunities and tensions and rivalries among the coastal and landlocked states in the region.
- The Nile rivalry and the dispute over the Grand Ethiopian Renaissance Dam (GERD) could affect the water security and livelihoods of millions in Ethiopia, Sudan, and Egypt, potentially triggering a regional conflict.
- The regional configuration of states within the Horn of Africa could change due to the ongoing conflict in Tigray, the political transition in Sudan, the federalism debate in Somalia, and the aspirations of secessionist movements in Somaliland and elsewhere.

C. Activities

- Defining the problem that you want to address or solve in political action. What is the current situation, and what is the desired outcome? What are the causes and consequences of the problem? Who are the stakeholders, and how are they affected?
- Assembling evidence to support the problem definition and understand the issue's context and scopes.
- Constructing the alternatives that could potentially solve or mitigate the problem. Select the evaluation criteria that you will use to compare and assess the alternatives. Project the outcomes of each alternative based on the evidence and the criteria.
- Understanding the trade-offs among the alternatives.
- Communicate findings and recommendations to the relevant audience or decision-makers.

4. Estimated Cost
$000

5. Estimated Timeline

January –June 2024

XII. The future of the Ethiopian state and Tigray's preferred place.

1. Goal

To study the political trends in Ethiopia and establish the preferred form of relationship with the rest of the various segments and or regions of Ethiopia.

2. Justification

- It can help to understand the root causes and dynamics of the conflict, driven by historical, political, and ethnic factors.
- It can help to assess the prospects and challenges of the peace agreement, which aims to end the hostilities, address the humanitarian crisis, and initiate a national dialogue.
- It can help explore the possible scenarios and implications of the conflict for the stability and security of Ethiopia and the Horn of Africa region, which face multiple threats and opportunities.
- It can help identify the best ways to support the peacebuilding and reconciliation efforts and promote respect for human rights in the interest of peaceful coexistence.
- It can help contribute to the academic and policy debates on the future of the Ethiopian state and the role of Tigray, a complex and contested issue that requires careful and nuanced analysis.
- It can help decipher new forms of reorganizing the Ethiopian state in such a way that it caters the various competing and conflicting interests.

3. Activities

- Reviewing the existing literature on Ethiopia's political history and current situation, especially the sources that focus on the ethnic and regional dimensions of the conflicts and the challenges of the federal system.
- Analyze the interests, grievances, aspirations, and perspectives of the various actors and stakeholders involved in the political processes and conflicts in Ethiopia, such as the federal and regional governments, the political parties, the civil society organizations, the armed groups, the international and regional organizations, and the neighboring countries.
- Identify the potential areas of cooperation, dialogue, and compromise among the

different actors and stakeholders and the sources of tension, mistrust, and violence that could undermine the stability and development of the country and the region.

- Developing recommendations and strategies for establishing the preferred form of relationship with the rest of Ethiopia's various segments and regions based on respect, inclusion, justice, and peace.

4. Estimated Cost

$ 00

5. Estimated Timeline

June 2024

XIII. Research on the challenges and prospects of reconstruction and sustainable development of Tigray.

1. Goal

To collect valid, reliable, useful, and timely information to research Tigray's challenges and prospects of reconstruction and sustainable development and make recommendations.

2. Justification

- It helps to ensure the accuracy and credibility of the research findings and conclusions. Valid and reliable information means that the research measures what it intends to measure and that the results are consistent and reproducible over time.
- It helps to avoid making bad decisions based on inaccurate, unreliable, or outdated information.
- It helps to inform and influence policymakers, stakeholders, and the public about the situation and needs of Tigray and the potential solutions and strategies for its recovery and development. Accurate, reliable, useful, and timely information can provide evidence and arguments to support the recommendations and actions proposed by the research.

3. Activities

Define the aim of the research.

- Assembling of a competent research team.
- Having a clear understanding of the collection of critical data and its analysis.
- Actively involve all private and government stakeholders at all levels of the research
- Recommending new policy approaches of development and priorities of the reconstruction endeavor.
- Documenting, publishing, and disseminating findings/recommendations to stakeholders

4. Estimated Cost

$000

5. Estimated Timeline

June 2024

XIV. Harnessing Diaspora's Capacity

1. Goal

To mobilise and direct the knowledge and resources of the Tigray diaspora towards Tigrays socio-economic and democratic development

2. Justification

The diaspora, or the people who have migrated from their countries of origin and settled in other parts of the world, can play a significant role in supporting the development of their homelands. The diaspora can help Tigray in many ways: Sending remittances, investing in entrepreneurship and innovation, volunteering and providing humanitarian assistance, mentoring and transferring skills, building bridges, and fostering dialogue. The Tigray diaspora has been actively engaged in development and advocacy spheres, and new approaches could be introduced to enhance its contribution.

However, lack of recognition, engagement, and coordination can limit the diaspora's involvement and impact on development policies and programs. Governments often lack the knowledge, capacity, or willingness to engage with the diaspora effectively. They may also face difficulties in identifying, reaching, and mobilizing the diaspora, especially those who are dispersed, diverse, or disconnected.

The lack of an enabling environment can hinder the diaspora's contribution and participation in development activities. The political, legal, economic, and social conditions in both the countries of origin and destination can affect the diaspora's rights, opportunities, and incentives to engage in development.

3. **Activities**

- Gather reliable and relevant information on the size, location, characteristics, activities, and needs of the diaspora, as well as the impact of its contributions to the development of the home country.
- Identify the most relevant partners within the diaspora. Recognize the diversity and heterogeneity of the diaspora and seek to engage with the most representative and legitimate actors within the diaspora, such as individuals, groups, associations, networks, etc.
- Establish regular and transparent communication with the diaspora and consult them on their needs, expectations, challenges, and opportunities.

- Provide incentives and support for diaspora contributions. Create a favorable environment and offer various tools and mechanisms to facilitate and encourage the diaspora to participate in development processes.
- Monitor and evaluate the outcomes and impacts of diaspora contributions.

4. **Estimated Cost**

$00

5. **Estimated Timeline**

September 2024

XV. Publication, Media, and Promotion

1. **Goal**

   Publish and disseminate valid, reliable, useful, and timely information via diverse communication platforms to promote and disseminate the Institute's work, leading to an informed public.

2. **Justification**

For example, organizing and publishing a journal by the Insitute can have several advantages, such as:
- It can help to disseminate the Institute's research findings, insights, and recommendations to a wider audience, including policymakers, practitioners, academics, media, and the general public.
- It can help to establish the organization's reputation and credibility as a source of reliable and relevant information and analysis on policy issues.
- It can help to engage the organization's members, partners, stakeholders, and donors in dialogue and collaboration on policy matters and to solicit their feedback and input.
- It can help attract new members, supporters, funders, and collaborators who share the organization's vision and mission and benefit from its services and resources.
- It can help to advocate for the organization's policy goals and interests and to influence the policy agenda and decision-making processes.
- It can help to innovate and improve the organization's policy research and training methods by incorporating the latest developments, best practices, and lessons learned from the field.

To organize and publish a journal successfully, the Institute will work on and take into consideration the following:
- The purpose and scope of the journal, and how it aligns with the Institute's mission and strategic objectives.
- The audience and market for the journal, and how to reach and serve them effectively.
- The format and frequency of the journal and how to balance quality, quantity, and timeliness.
- The editorial and production processes, standards, and ensuring rigor, relevance, and readability.
- The distribution and promotion strategies and channels, and how to maximize the visibility and impact of the journal.
  - The resources and capacity required to sustain the journal, and how to secure and manage them efficiently. Analyze major trends in the region in a way that informs policy makers, researchers and scholars Define the journal's mission, vision, and scope.
  - Consider how the journal will fill a gap or niche in the existing literature and what makes it unique and valuable.
  - Choose the journal's format, frequency, and distribution.

- Assemble the journal's editorial team and board.
- Develop the journal's policies and guidelines.
- Promote and market the journal.
- Monitor and evaluate the impact and reach of the journal using metrics such as citations, downloads, views, shares, or feedback.

D. Estimated Cost

$00

E. Estimated Timeline

From June 2024 onwards

XVI. Broadcast Weekly TV Program

1. Goal

To provide, educate, inform, and inspire the public with high-quality and diverse content that reflects the needs and interests of the diverse Tigray community.

2. Justification

- Inform the public and influence policymakers through timely discussions and programs.
- To use media for learning, civic engagement, and cultural enrichment.
- To innovate and adapt to the changing media landscape and consumer preferences using multiple platforms and technologies.
- To foster a public media workforce that is diverse, inclusive, and reflective of the Tigray people.

3. Activities

- Conduct a needs assessment to determine the problem or issue that the program aims to address, the target audience, the existing gaps or challenges, and the program's potential impact.
- Assemble a team of experts, researchers, communicators, and other staff or

volunteers who can contribute to the program design, implementation, and evaluation. Identify the roles and responsibilities of each team member and the skills and resources they bring. • Create a program plan that outlines the program's goals, objectives, activities, outputs, outcomes, and indicators. • Write a support case explaining the program's rationale, relevance, and value to potential funders, partners, and stakeholders. The case should highlight the unique contribution of the think tank, the expected results and benefits of the program, and the ways to measure and report on the progress and impact. • Launch the program and start producing and broadcasting high-quality, evidence-based content that engages and informs the public on the topic of interest.
4. Estimated Cost $00
5. Estimated Timeline April 2024 onwards