



TESFA Strategic Plan (Summary) and Supporting Documents

Prepared by

TESFA Refugees with Disabilities Association (TESFA)

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1. TESFA Strategic Plan (Summary)

TESFA Refugees with Disabilities Association (TESFA) is committed to building a future where refugees with disabilities enjoy equal rights, dignity, opportunities, and full participation in society. The Strategic Plan provides the Association's long-term roadmap for governance, programmes, institutional development, partnerships, and sustainable growth.

The planning framework aligns TESFA's resources, people, and partnerships towards becoming a leading refugee-led organization serving refugees with disabilities at national, regional, and international levels.

1.1 Planning Framework

TESFA's planning system consists of four complementary levels:

- **Strategic Plan** – Defines the Association's long-term vision and strategic priorities.
- **Tactical Plan** – Translates strategic priorities into departmental objectives and measurable outcomes.
- **Operational Plan** – Guides the day-to-day implementation of programmes, projects, and services.
- **Contingency Plan** – Ensures organizational preparedness, continuity, and resilience during emergencies and unexpected situations.

1.2 Phase I: Institutional Foundation (Years 1–3)

Theme: Building a Strong Foundation

The first phase focuses on establishing a professional, transparent, accessible, and accountable organization capable of delivering quality services to refugees with disabilities.

Key Priorities

- Serve refugees with disabilities living in Addis Ababa.
- Establish a fully accessible headquarters.
- Strengthen governance and management systems.
- Recruit qualified volunteer and professional staff.
- Equip all departments with the required office facilities, ICT infrastructure, and assistive technologies.

- Build a comprehensive membership database and digital management systems.
- Launch priority programmes.
- Strengthen partnerships with UN agencies, NGOs, government institutions, faith-based organizations, and community partners.
- Increase organizational visibility and resource mobilization.

1.3 Phase II: National Expansion (Years 4–7)

Theme: Expanding Across Ethiopia

During the second phase, TESFA plans to extend its services beyond Addis Ababa to refugees with disabilities throughout Ethiopia.

Key Priorities

- Establish regional and branch offices.
- Expand education, health, livelihood, rehabilitation, and advocacy programmes.
- Strengthen monitoring, evaluation, accountability, and learning systems.
- Improve digital transformation and information management.
- Recruit additional professional staff.
- Diversify funding sources.
- Strengthen organizational sustainability.

1.4 Phase III: Financial Sustainability (Years 8–15)

Theme: Building Sustainable Social Enterprises

To reduce long-term dependence on donor funding, TESFA plans to establish social enterprises that both generate sustainable income and improve the lives of refugees with disabilities.

Planned Social Enterprises

- Rehabilitation Centres
- Assistive Device Centres
- Accessible Clinics and Pharmacies
- Vocational Training Institutes

- Inclusive Schools
- Agricultural Projects
- Manufacturing and Production Enterprises
- ICT and Innovation Centres
- Cooperative Businesses
- Transport Services
- Guest Houses and Conference Facilities

These enterprises will generate sustainable income, create employment opportunities, provide affordable services to members, and strengthen TESFA's financial independence.

1.5 Phase IV: International Expansion (Beyond 15 Years)

Theme: A Global Voice for Refugees with Disabilities

TESFA envisions becoming an internationally recognized humanitarian and development organization advocating for refugees with disabilities worldwide.

Long-Term Goals

- Expand programmes to other refugee-hosting countries.
- Establish partnerships with international NGOs, UN agencies, governments, universities, and disability organizations.
- Open regional offices across Africa and eventually other continents.
- Advocate for disability-inclusive refugee policies at regional and global levels.
- Conduct research and share best practices on disability and forced displacement.
- Coordinate international humanitarian responses during refugee crises.
- Promote inclusive education, healthcare, livelihoods, accessibility, and digital inclusion globally.
- Build an international network of professionals, researchers, volunteers, and donors.
- Become a globally recognized centre of excellence for disability-inclusive refugee services.

1.6 Long-Term Vision

TESFA envisions a world where every refugee with a disability, regardless of nationality or place of residence, has equitable access to protection, education, healthcare, livelihood opportunities, assistive technologies, and the support necessary to live with dignity, independence, and hope.

Annexes

The following supporting documents are attached:

1. TESFA Registration Certificate
2. TESFA Tax Identification Number (TIN) Certificate
3. Organizational Structure
4. Bank Account Details
5. List of Personnel

A. Annex 1: TESFA Registration Certificate

የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ
የሲቪል ማኅበራዊ ድርጅቶች ባለሥልጣን

FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA
AUTHORITY FOR CIVIL SOCIETY ORGANIZATIONS

የምዝገባ የምስክር ወረቀት
CERTIFICATE OF REGISTRATION

ተገባ የሚገኝ ማኅበራዊ ድርጅት ማህበረሰብ
የተባለ ማኅበራዊ ድርጅት (የሰነዱ ስም) በአዋጅ ቁጥር
1113/2011 መሠረት 12/05/2018 ዓ.ም. በምዝገባ ተመዝግቦ ለሥልጣን
7821 በኢ.ፌ.ዲ.ሪ የሲቪል ማኅበራዊ ድርጅቶች ባለሥልጣን
ጽሕፈት ቤት ተመዝግቦ ስራውን ተሰጥቶልኩልኝ

This is to certify that TESFA YESDETEGNOCH
AKAL GUDATEGNOCH MAHRER
has been Registered and accorded legal Personality
with Registry Number 7821 on 20/01/2026
as Registered Organization in accordance with the
Civil Society Organization Proclamation No.1113/2019.

ለተሰጠው መረጃ:
ስልክ: +251115582450/1795/2386 ፖ.ሳ.ቁ: 14340
ኢ-ሜይል: info@acso.gov.et

ABC-0238

For more information:
Tel: +251115582450/1795/2386
E-mail: info@acso.gov.et

P.O.Box : 14340
Website: www.acso.gov.et

B. Annex 2: TESFA Tax Identification Number (TIN) Certificate

የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ
የገቢዎች ሚኒስቴር
Federal Democratic Republic of Ethiopia
MINISTRY OF REVENUES
የግብር ከፋይ ምዝገባ ሰርተፊኬት
TAXPAYER REGISTRATION CERTIFICATE

የግብር ከፋይ መለያ ቁጥር: 0109387248
Taxpayer Identification Number:

የድርጅት/የሰው ስም: ተስፋ ዩኔደቴግኖች አካል ጉዳተኞች ማዘዘር
Name of Business/Individual: TESFA YESDETEGNOCH AKAL GUDATEGNOCH MAHRER

የተመዘገበ አድራሻ/Registered Address:
ክልል: አዲስ አበባ
Region: ADDIS ABABA
ዞን/ዚያን: ቦሌ
Zone/Sub City: BOLE
ወረዳ: Woreda:
ቀበሌ / በአማርኛ: ወረዳ 05
Kebele/Farmer's Assoc.: WOREDA 05
የቤት ቁጥር: 135/11
House No.:

ESIC Sub-group: 92131 - Medical and social welfare support services
ESIC Sub-group:
Issuing Authority: የገቢዎች ሚኒስቴር
MINISTRY OF REVENUES
Date of Issuance: 20 HAMLE 2018
27-JUL-26

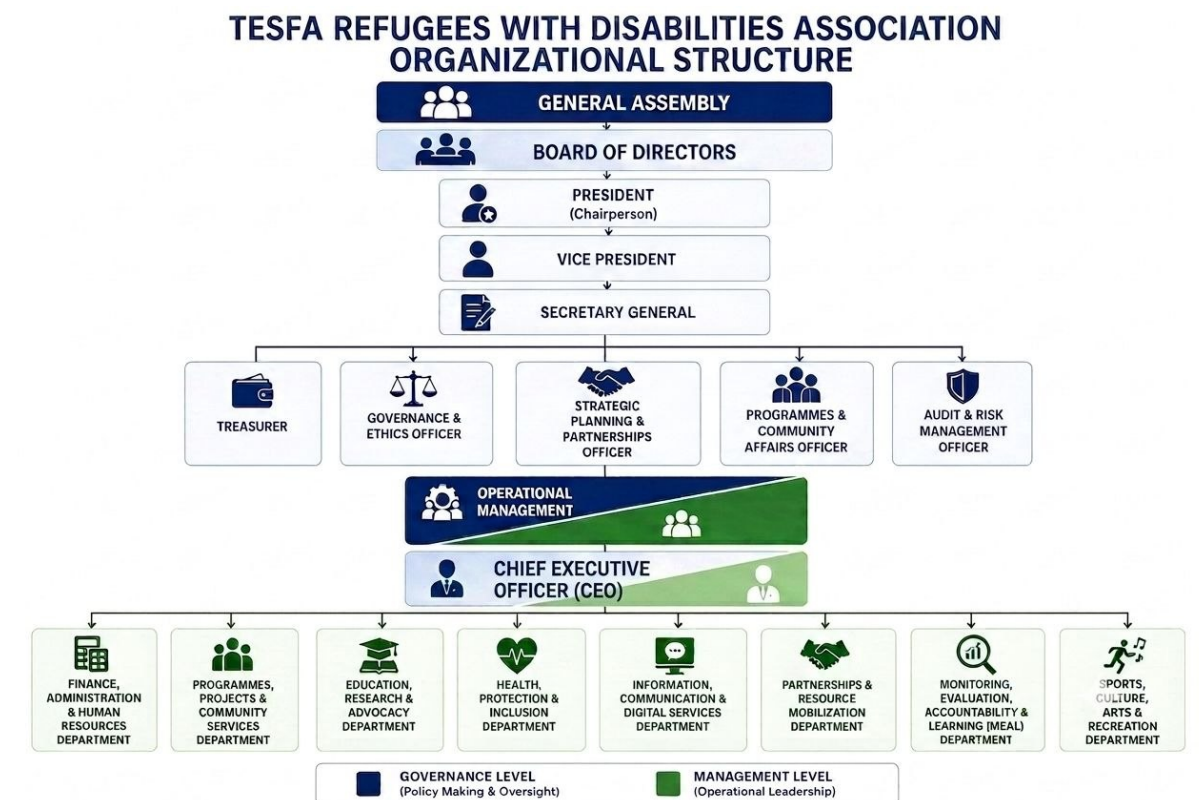
ይህ የምስክር ወረቀት የግብር ከፋይን ብቻ የግብር ከፋይነት ምዝገባ ሲሆን ከዚህ ቀደም የነበሩ የግብር ከፋይነት ምዝገባ ሰነዶች ካሉ በዚህ ሰነድ የተካተቱ መሆናቸውን ነው።
ከላይ በተጠቀሰው መረጃ ላይ ግንኙነት ስራውን ለውጥ በደረግ ግብር ከፋይ ለሚመለከተው የግብር ሰብስቢ ጽ/ቤት የማሳወቅ ግዴታ አለበት።

This certificate represents the sole and only registration as a taxpayer and supersedes all prior registration documentation.
The taxpayer is responsible for notifying the appropriate Tax Office of any changes to the above information.

የሰርተፊኬት ቁ.: 2109753531696
Certificate No.:

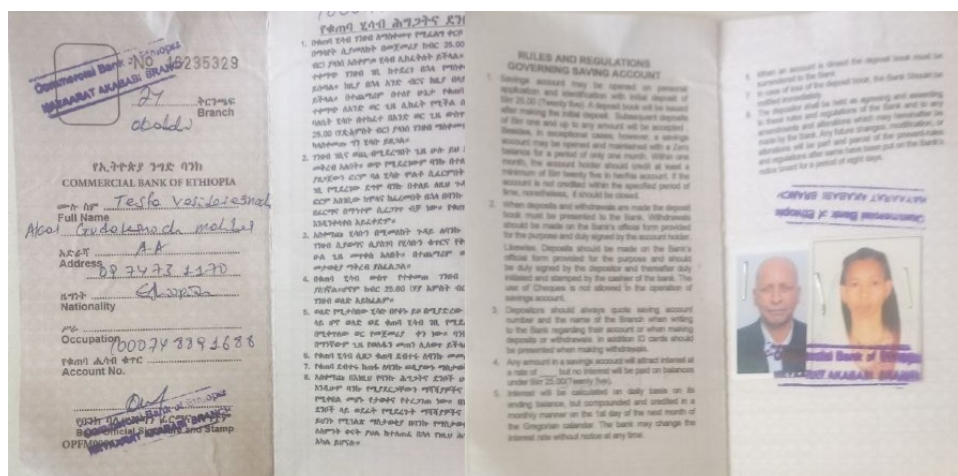
የሰነዱን ማህተም
Seal of Issuing Authority

C. Annex 3: Organizational Structure



D. Annex 4: Bank Account Detail

Organization	TESFA Refugees with Disabilities Association
Bank	Commercial Bank of Ethiopia
Account Name	TESFA Yesidetegnoch Akal Gudategnoch Mahber
Account Number	1000748891688



No.	Full Name	Position	Gender	Disability Type	Key Responsibilities
4	Azeb Mzelo Gebrekidan	Treasurer	F	Physical Disability	Oversees financial accountability and financial reporting.
5	Metku Degafa Hakim	Strategic Planning & Partnership Officer	M	Physical Disability	Leads strategic planning and partnership development.
6	Simon Bitsuamlak Meharena	Audit & Risk Management Officer	M	Physical Disability	Oversees internal controls, audit and risk management.
7	Tsegay Abraha Zewde	Programs & Community Officer	M	Physical Disability	Provides oversight of community programmes.
8	Biniam Dawit Gebrehid	Governance & Ethics Officer	M	Physical Disability	Ensures compliance with governance and ethical standards.

E.2 Senior Management / Operational Team

No.	Full Name	Position	Gender	Employment Status	Key Responsibilities
1	Ashenafi Teklay Woldemariam	Chief Executive Officer (CEO)	M	Full-time	Provides overall executive leadership, manages day-to-day operations, coordinates partnerships, oversees project implementation, and represents TESFA in strategic engagements.
2	Salim Mohammed	Manager of Finance, HR & Administration	M	Full-time	Oversees financial management, budgeting, human resources, procurement, administration, and compliance with organizational policies.
3	Hanamariam Sedessa Gelan	Manager of Information, Communication & Digital Services	F	Part-time	Leads communication, public relations, digital platforms, website management, information systems, and organizational visibility.
4	Mahir Mahmood Al Shurki	Manager of Sports, Culture, Arts & Recreation	M	Full-time	Coordinates sports, cultural, artistic and recreational programmes that promote inclusion, wellbeing and community participation.
5	Meleket Koshe Rahmeto	Manager of Programs, Projects & Community Service	M	Part-time	Plans, coordinates and supervises programme implementation, community services, and project activities.

No.	Full Name	Position	Gender	Employment Status	Key Responsibilities
6	Saron Gebremaryam Debisa	Manager of Education, Research & Advocacy	F	Part-time	Leads education initiatives, research activities, evidence generation, advocacy campaigns, and policy engagement.
7	Samuel Lema Yemiru	Manager of Partnerships & Resource Mobilization	M	Full-time	Develops partnerships, mobilizes resources, prepares funding proposals, and maintains donor relations.
8	Tsegazab Sedassa Gelan	Manager of Health, Protection & Inclusion	M	Full-time	Coordinates health, protection and disability inclusion programmes while promoting safeguarding and equitable access to services.
9	Natnael Weldegebriel	Manager of Monitoring, Evaluation, Accountability & Learning (MEAL)	M	Part-time	Leads monitoring, evaluation, data management, organizational learning, accountability mechanisms, and reporting.

E.3 Technical and Supporting Personnel

No.	Full Name	Position	Gender	Employment Status	Key Responsibilities
1	Semereab Yemane Zeratsion	Finance Officer	M	Full-time	Supports financial record keeping, budgeting, payment processing, and financial documentation.
2	Dawit Negasi	Finance Officer	M	Full-time	Assists with bookkeeping, financial reporting, procurement documentation, and administrative finance tasks.
3	Daniel Adhanom Gebremeskel	Governance & Ethics Officer	M	Full-time	Promotes good governance, ethical standards, transparency, and compliance with organizational policies.
4	Jeswa Mesak Tala	Strategic Planning & Partnership Officer	M	Full-time	Supports strategic planning, stakeholder engagement, and partnership development initiatives.
5	Feruz Bahrn Sade	Strategic Planning & Partnership Officer	F	Full-time	Assists in resource mobilization, partnership coordination, and organizational planning activities.
6	Ariam Berih Kahsay	Audit & Risk Management Officer	F	Full-time	Supports internal audit, risk assessment, compliance monitoring, and accountability processes.
7	Yafiet Teklemariam Gebreamlak	Programs and Projects Officer	M	Full-time	Contribute to the planning, coordination, implementation, documentation, and follow-up of TESFA's programmes and projects.

No.	Full Name	Position	Gender	Employment Status	Key Responsibilities
8	Matuda Awrolyo	Culture Officer	F	Full-time	Coordinates cultural activities, community engagement, and social inclusion events.
9	Bethelihem Tadesse	IT Officer	M	Part-time	Provides ICT support, maintains digital systems, manages databases, and supports website operations.
10	Jemila Romedan Os- umn	Governance & Ethics Officer	F	Full-time	Promotes good governance, ethical standards, transparency, and compliance with organizational policies.
11	Ibrahim Jamel Humedin	Communication Officer	M	Full-time	Produces communication materials, manages media engagement, and supports awareness campaigns.
12	Ahlam Osman Mo- hamed	IT Officer	F	Full-time	Provides ICT support, maintains digital systems, manages databases, and supports website operations.
13	Helina Meshle Ogna	MEAL Officer	F	Full-time	support the development and implementation of effective monitoring and evaluation systems, data collection and analysis, programme documentation, accountability mechanisms, reporting, and organizational learning.

— End of Strategic Plan (Summary) and Supporting Documents —