



## **Amhara Women Association**

**Strategic Plan 2016-2020 E.C. (2023/24 – 2027/28)**

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## **Acronyms and abbreviations**

# - Number

% - Per cent

& - and

ANRS – Amhara National Regional State

AWA – Amhara Women Association

CBOs – Community-based Organizations

CEDAW - Convention on the Elimination of All forms of Discrimination against Women

CSOs – Civil Society Organizations

CSSP – Civil Society Support Programme

E.C. – Ethiopian Calendar

e.g. - Example

ed. – Editor

EERP – Education Emergency Response Project

etc. – Etcetera

ETB – Ethiopian Birr

EWLA – Ethiopian Women Lawyers’ Association

FDRE – Federal Democratic Republic of Ethiopia

FGM/FGC – Female Genital Mutilation/Female Genital Cutting

GBV – Gender-based violence

GOs – Governmental Organizations

HIV/AIDS – Human Immuno-Virus/Immuno-Deficiency Syndrome

HR – Human Resource

HTP – Harmful Traditional Practices

IGA – Income Generating Activities

m/mil. – Million

MCH – Maternal and Child Health

MDG – Million Development Goals

MEL – Monitoring, Evaluation and Learning

MoE – Ministry of Education

MoU – Memorandum of Understanding  
MoWCSA - Ministry of Women, Children and Social Affairs  
MoWCYA – Ministry of Women, Children and Youth Affairs  
NEWA – Network of Ethiopian Women Association  
NGOs – Non-governmental organizations  
No - Number  
ORDA – Organization for the Rehabilitation and Development  
PESTLE – Political, Economic, Sociocultural, Technological, Legal and Environmental  
PR – Public Relations  
SDGs – Sustainable Development Goals  
SP – Strategic Plan  
SRGBV – School-related Gender-based Violence  
SWOT- Strengths, Weaknesses, Opportunities and Threats  
TVET – Technical and Vocational Education and Training  
UDHR - Universal Declaration of Human Rights  
UN – United Nations  
UN/DAW - UN Division for the Advancement of Women  
UNFPA – United Nations Population Fund  
UNICEF – United Nations Children’s Fund  
USAID – United States of America Aid  
WFLC - National Action Plan on the Elimination of Worst Forms of Child Labor  
WSA – Women Support Association  
WVL – Women Voice and Leadership

## **Foreword (Message from the AWA President)**

## **Executive Summary**

## **The Organizational Background of Amhara Women Association**

Amhara Women Association was established in 1990 E.C. to address the long standing challenges of poverty and backwardness, as well as harmful traditional practices and gender-based violence done on women due to biased and unfair gender conceptions in the community, and the resultant unbalanced economic, social, political participation and benefits between women and men. In addition, unequal property ownership of women in their families, limited decision making roles of women, as well as limited participation in elections both as voters and as candidates. Thus, the association was established envisioning a society that believes in equality and participation of women in every aspect of life, and to ensure women's benefits and rights protection. This sex-based association was established by volunteers and scholars who had the commitment to realize the above statements.

Women organizations are key instruments in realizing women's overall participation, development and good governance. Accordingly, AWA was established by Amhara women through exercising of the right to establish organizations indicated in the FDRE constitution to fight together against challenges they face due to their gender and to ensure such problems are solved by women themselves. Here is a brief outline of the processes that led to the establishment of AWA.

Successive meetings were undertaken with the women at the grassroots level before AWA was established, about the importance of having such organization. Then, following different steps and procedures in collaboration with Kebele and District level government leaders as well as volunteer women, Kebele leaders and District level Council members were selected. This indicates that the association followed a grassroots approach in forming its broad-based structure. Next, the District Council elected district level association leaders and regional level general assembly members. Then, before the regional general assembly was undertaken, background preparations were made such as the election of committee members who organize the general assembly meeting, resource mobilization for the general assembly meeting from governmental and non-governmental organizations, preparation of different documents such as three years activity plan, guidelines to undertake elections, bylaw, establishment documents, etc. The whole process was participatory of the region's women, and women at the grassroots level were given information and freewill to join AWA.

The committee then successfully organized the launching event of the Amhara Women Association in May 1990 E.C. at regional level with much efforts and commitment and with the full participation of women representatives from each District (General Assembly members). On this meeting, the first leaders of the Association were elected.

The AWA has structure from regional to local/Kebele levels. In its 25 years of existence, the association has continuously been revising its structure and bylaw; the latest of the revisions was undertaken on the



7<sup>th</sup> General Assembly meeting held in 2014 E.C. On this revision, the General Assembly instituted a board-led and director managed organizational structure in order to solve previous challenges whereby the office and the managing body had confusing and overlapping roles.

## **AWA Vision, Mission, Values/Principles, Objectives & Strategies**

### **1. Vision**

Seeing a community that respects the overall rights of women in 2030

### **2. Mission**

The mission of AWA is Ensuring gender equality by forming a strengthened and all-inclusive association, ensuring the solving of the social, economic, political and good governance problems of women; and freeing women from gender-based harassment and violence, and through awareness creation for the community and forming different organizations as well as through integrated work.

### **3. Values**

- working hard towards members maximum participation and benefits
- Transparency
- Accountability
- Participatory and Efficiency
- Following work procedures aligned with the government principles

### **4. Principles**

Amhara Women Association adheres to the following principles:

- Voluntarism
- Being role model/exemplary
- Affirmative Action/Fair Benefit
- Rule of Law
- Democratic
- Public Interest
- Partnership

## **5. Objectives**

AWA has the following objectives

- Struggling for the protection of women's political, economic and social rights which were stated on international conventions, the Ethiopian Constitution and other related legal documents
- Ensuring the overall participation and benefit of the association member women and the regional women in general

## **Key achievements of AWA in the past years**

AWA played a significant role in mass implementation of the government's development and good governance plans among its members and by all women in the region. AWA has a strong and well stretched structure from regional to the local grassroots level. AWA has been monitoring and evaluating the creation, maintenance and strengthening of its structures in each Zones, Districts and Kebeles. It has prepared and implemented different working documents and guidelines. AWA has created a strong leadership mechanisms which meet periodically to evaluate the plans and performance of the association as well as to decide on several issues after thorough and strict deliberations. By mobilizing financial and material resources from governmental and non-governmental organizations, the association has organized and strengthened itself to reach to this day. With its structures in 20 Zones and 222 Districts, AWA was able to organize and deliver capacity building trainings and events in collaboration with its stakeholders. AWA has undertaken several community conversations on diverse issues over the years and contributed towards a better situation on gender issues.

AWA has undertaken several activities in collaboration with the government, NGOs and other civil society organizations to realize women's equal participation economically, socially, and to enhance the leadership and decision making roles of women, to minimize HTPs and GBVs and to ensure the property/asset ownership rights of women in the region. AWA has contributed towards the preparation and revision of rules, guidelines, packages and policies that favour women in solving their problems and enhance their participation.

Bring together more than 1.7 million women in the region (from a total potential of 4 million) under its umbrella of organizational membership.

The association has undertaken several activities in different zones and districts in collaboration with different NGOs. Besides, it is undertaking numerous activities on its own means in different

zones and districts. The association has diversified its income sources (members' contributions, projects, special incomes, etc.). The association was able to acquire different assets and resources from the government which are now bringing additional income for the association to undertake income generating activities for women in different zones and districts (through revolving fund mechanism), who have improved their lives significantly. The association has implemented several projects in different areas in collaboration with donor organizations.

**- In the Economic Sector:**

The Association has contributed hugely in the easy and smooth transfer of agricultural extension services and technologies to the community. The association has mobilized women, its members and the community to realize agricultural development and food security programmes. With its relentless efforts, AWA was able to support 954,290 member women in poultry production, horticulture development and animal fattening. AWA has contributed greatly by mobilizing its members and the community so that they participate in environmental protection and green development activities, and use energy and time saving technologies, organize themselves and participate in cooperatives.

For urban women, AWA was able to create awareness among urban women so that they take part individually and in groups in small and micro enterprises, and urban agriculture and strengthen their economic power and social problems.

AWA has been creating awareness and sensitizing poor women to benefit from different credit and financial services (revolving fund, regular fund, self-help group saving and credit, etc.). Accordingly, AWA was able to support 91,962 women get different kinds of loan/credit services and engage in different economic activities and support themselves and their families (in collaboration with financial institutions, donor organizations, self-help groups, and the government).

**- In the Education Sector**

Awareness creation was done by the AWA so that its members send their children to school and give them time to study and score better grades so that they join higher learning institutions. Besides, the association was able to provide technical, financial/material support for female students with acute economic problems and the association was able to sustain their educational hopes for such girls and women.

AWA was able to encourage better scoring female students through recognition to inspire others. Besides, AWA facilitated peer-to-peer discussions, supported girls' clubs financially and through

capacity building trainings in more than 4,237 schools in the region. AWA has created on the job learning opportunities and scholarships for women employees working in different government offices in the region

**- In the Health Sector**

AWA has been facilitating and contributing the implementation of the Ethiopian health policy, especially in reducing maternal and child death. AWA has been encouraging its members, and women in the community through the 1-5 organization meetings and grassroots level discussions to register and follow-up their pregnancy at health institutions, to give birth there and to implement the health package. This way, AWA has contributed significantly to reduce maternal and child mortality.

In relation to HIV/AIDS and reproductive health services, AWA, in collaboration with other stakeholders, has been conducting peer discussions with its members, and facilitating the registration of pregnant women in health institutions. AWA has been working to prevent fistula caused by HTPs through awareness raising and supporting them to get medical services. This way, AWA supported 1,833 women to get medical service in Bahir Dar and Gondar Hospitals, and to get reintegrated into the community afterwards and undertake income generating activities. AWA has played a significant role in making women healthy and engage in productive work through awareness creation activities on nutrition and provision of direct support for women in different problems to get free medical services.

**- In relation to good governance and democratic system building**

AWA has worked in partnership with the government to increase the awareness of the community and change the attitudes towards HTPs and GBVs that hamper women's overall participation and advantage. The association had successfully advocated for the revision of the family law and the criminal law to make the attributions equivalent to the harm caused on women. Besides, the association provided training for 5,901 association leaders on the family law and criminal law and raised their awareness on these laws and their provisions.

The association has also been engaged in raising the legal awareness of its member women in collaboration with stakeholders. Besides, AWA has been working to solve the good governance problems of women through organized way by identifying harmed women through their councils at different levels, and referring them to and notifying justice bodies, and empowering women to stand for themselves on courts and to serve as witness for others.

For example, AWA has been advocating towards the establishment of system for equal decision

making of women on rural land certification, provision of free legal aid services for women who faced different problems in their families on debates related to bringing up of children, covering their transportation costs, as well as suggesting improved work processes and recommendations on how to make activities undertaken by different stakeholders are integrated and compatible to each other. So far, AWA has benefitted 67,406 women with free legal aid service in collaboration with universities and justice system between 2001 and 2011 E.C. who had suffered from land ownership title loss and other problems. Moreover, the association has supported 2,741 women who came to the regional capital to the regional general court by covering their transportation costs; and 7,688 women have benefitted from different types of supports from AWA to solve their problems.

AWA has also been contributing towards the building of democratic system by enhancing women's democratic participation. Among others, the association has ensured this through the participation of women in the association's council at different levels and through encouraging women to participate in and express their thoughts freely in house of representatives at different levels. In addition, the association has encouraged women to take part in elections as voters and candidates, and has contributed towards the democratization of elections via community awareness creation about elections and through observation on election dates. In the table below, the size/percentage of women as candidates is indicated in the different election years at different levels. The trend shows a mixed picture of increase and decrease of women candidates in the different election years.

<b>Percentage of Women Selectees at different Election Times</b>				
<b>Year</b>	<b>House of People's Representatives/Federal</b>	<b>Regional Council</b>	<b>District Council</b>	<b>Kebele Council</b>
1987		6.8	35	
1992		15		
1997	27	29.6		20
2002	30	22.4	47.25	42
2007	40	47	47.5	41
2014	36.7	36.71		

The size of women serving in different leadership positions in government institutions has also been increasing. This has ensured the saying “women are not short of capabilities but opportunities” is correct. The trend of women serving in different leadership positions has been improving from time to time at different government levels.

Percentage of women in leadership positions			
Year	Region	Zone	Woreda
2006	8.7	5.56	10.04
2007	13.64	8.91	15.26
2008	10	10.78	15.45
2009	13.51	8.89	13.63
2010	10.77	14.71	14.43
2011	11.29	15.35	15.79
2012	21.21	17.52	17.43
2013	21.4	17.08	17.52
2014	13.79	19.38	19.25
2015	17.91	21.07	19.18

AWA has undertaken diverse activities to ensure member women’s (and all women’s in the region) participation and benefit as well as enhance their leadership roles and prevent the undertaking of assaults on their rights in collaboration with governmental and non-governmental institutions and peer civic associations. Among others, the following NGOs and CSOs have been working with AWA: United Nation Population Fund /UNFPA/, British Council – CSSP-2, Education Emergence Response Project /EERP, Plan International Ethiopia, Global Fund, UN Women COVID-19 Response IGA project, and Healing Hands of Joy. These organizations are still working with us. Besides, the following organizations had worked with us.

Pact Ethiopia Project, Malala Foundation, Network of Ethiopian Women Association (NEWA), Women Support Association (WSA) ESAP -2 and 3, Packard Foundation and Pathfinder International, Ethiopian Human Rights Commission, Network of Ethiopian Women Associations (NEWA), National Coalition of Women against HIV/AIDS, Alive and Thrive Ethiopia, Save the

children International, Finot Hiwot Ending Child Marriage Program, Mahibere Hiwot for Social Development, UNFPA, and HILEMITASE. In total, different projects in collaboration with all these organizations worth of 68 million birr have been implemented to benefit the women in the region.

## **International Conventions and National Policy Frameworks for Gender Equality**

### **1. International Laws, Policies and Initiatives for gender Equality**

Women constitute half of the sky, and yet, they have been discriminated and subordinated in socioeconomic and political arenas. Women and men are created equal with differences, though socially constructed and institutionally reinforced norms have caused inequalities to happen. Despite differences across cultures, this is a reality in all corners of the world as per the culture and tradition of countries. This, thus, entails the world to toil on ways of reducing women's oppression and subordination by enacting accommodative laws, conventions and policies. Despite differences in implementation, these conventions are designed to be materialized in a way to serve the intended objectives- achieving gender equality.

In relation to this, different countries have ratified international conventions and instruments intended to positively contribute for gender equality and women empowerment. Ethiopia has ratified both the UN Charter adopted in 1948 and the Universal Declaration of Human Rights (UDHR) of 1949, which prohibit the negative discrimination of women based on sex. Though the UDHR prohibits all forms of discrimination based on sex, an additional instrument was necessary, to accommodate the special situation and needs of women, and accelerate the process of closing the gap between men and women. Accordingly the Convention on the Elimination of All forms of Discrimination against Women (CEDAW) was adopted in 1981, which Ethiopia ratified the same year. CEDAW outlines a variety of political, social, economic, and legislative issues that States have to work on to eliminate discrimination against women and create equality between men and women. It also reiterates that state parties shall adopt the necessary measures to achieve human rights of women identified in the Convention. CEDAW also discusses a

procedure for reporting and follow up of the measures states have taken in order to eliminate discrimination against women (Gender and International Human Rights Law).

Ethiopia has adopted several international and regional instruments, including the Convention on the Rights of the Child (ratified by Ethiopia in 1991), the African Charter on the Rights of the Child (1999), and the Convention on the Elimination of Discrimination against Women (CEDAW) (ratified within the Constitution 1995). The CEDAW (1979) calls on States Parties to “take all appropriate measures to eliminate discrimination against women in the field of employment, the right to work as an inalienable right of all human beings; the right to the same employment opportunities, the right to free choice of profession, the right to promotion, job security and all benefits and conditions of service, and the right to receive vocational training and retraining, including apprenticeships, advanced vocational training and recurrent training; the right to equal remuneration, including benefits, and to equal treatment in respect of work of equal value, as well as equality of treatment in the evaluation of the quality of work” (United Nations, (1979).

Regarding prominent international conferences held focusing on women, the Beijing Fourth World Conference was the main one and came up with the Beijing Declaration and the Platform for Action. The Platform showed a renewed commitment to the goals of equality, development, and peace for all women. It was divided into six chapters and identified 12 critical areas of concern that were thought to be the main barriers to the advancement of women, such as poverty, education and training, health, violence, armed conflict, economic participation, power sharing and decision-making; women focused institutions, human rights, mass media, environment, and the girl child.

In October 1998, the UN Division for the Advancement of Women (UN/DAW) sent out a questionnaire to all United Nations Member States requesting a report on the implementation of the Beijing Platform; Ethiopia has prepared this report as per the request. The responses showed that, except for a few isolated examples where women's lives have improved, in many cases progress has been slow. Many of the concerns that were included in the Beijing Platform had been considered and placed at the priority list of the Ethiopian government. Attempts have been



made to implement policies and proclamations aimed at bringing about gender equality though not much progress has been observed. The constraints include high illiteracy rate, deep-rooted gender stereotyped cultural beliefs and practices, and lack of resources including qualified human labor.

With a view to track progress of the commitments of the Beijing Conference, the UN has made five preparatory meetings and came up with ‘the outcome document’, and advises world countries to take measures on the following key areas:

- identify violence against women as a human rights violation;
- monitor trafficking of women and condemn exploitation of women and girls for economic and sexual purposes;
- respond to the impact of HIV/AIDS on the health of women and girls internationally, and Africa in particular;
- expand entrepreneurship and credit availability, including micro-credit;
- emphasize "gender mainstreaming" in all economic policies, institutions, and resource allocations;
- promote women's role in conflict resolutions and peace-building, and the role of men in promoting gender equality.

## **2. National Laws, Policies and Initiatives for gender Equality**

The Constitution of Ethiopia (1995) calls for equal treatment of women before the law, including affirmative action programs to bridge existing gaps. Ethiopia has revised gender discriminatory legal provisions in the Family Law and Penal Codes, showing strong political commitment to gender equality and the advancement of women. Nationally, the Constitution of the Federal Democratic Republic of Ethiopia (1995) includes articles on rights including rights to life, security and liberty (Article 14, 16, 17); rights to equality (Article 25) and marital, personal and family rights (Article 34). Article 35 states on affirmative measures to enable women “to compete and participate on the basis of equality with men in political, social and economic life as well as in public and private institutions”.

Article 9(4) declares that all international agreements ratified by Ethiopia are an integral part of the law of the land, with implications for the enforcement of international provisions. The Revised Family Code (2000) has provisions and protections to protect the rights and dignity of

women at household level. It sets the legal age of marriage at 18 years, with full and free consent of both partners. The Criminal Code (2005) specifies crimes and penalties prescribed by law, including early marriage, abduction, female genital mutilation (FGM) and child trafficking.

National Policy on Ethiopian Women (1993) aimed to institutionalize the political, economic, and social rights of women by creating appropriate structures in government offices and institutions so that public policies and interventions are gender-sensitive and equitable. It was this policy that created the Ministry of Women and Children's Affairs. The policy aims to facilitate conditions to increase equality between men and women so that women can participate in the political, social and economic life of their country on equal terms with men and ensure that their right to own property as well as their other human right are respected and that they are not excluded from the enjoyment of the fruits of their labor. Education and Training policy (1994), MOE, addressed gender parity in access to education and training, along with mainstreaming gender equality in national curricula. In addition to addressing access, relevance, quality and equity in education and training for girls and boys, the policy includes gender responsive principles such as mainstreaming gender equality in national curricula (Article 3.1.3).

The National Strategy and Action Plan on Harmful Traditional Practices (HTPs) against Women and Children (2013) (MoWCYA) emerged from the Growth and Transformation Plan, a national strategic framework that aimed to improve the country's economic growth from 2010-2015, with targets to reduce child marriage, abduction and FGM as part of broader gender equality goals. The National Action Plan on the Elimination of Worst Forms of Child Labor (WFLC) in Ethiopia (2014) aims to eliminate WFCL, and to create a conducive environment for addressing all other forms of child labor. The Gender Strategy for the Education and Training Sector (MOE, 2015), provides a roadmap to ensure gender equality at all levels of the education and training sector. Its specific objectives include:

1. Enhance collective and concerted effort of key stakeholders and development partners on gender equity and equality in the education and training sector;
2. Eliminate gender disparity at General education sub sector;
3. Support women and young females in technical and vocational education and training to gain working skills and competencies;

4. Improve the competitiveness and competency of female students and improve their enrolment and graduation rates in higher education.

Among a range of strategies to enhance gender equality (e.g. scholarships for girls, hostel provision, capacity building of teachers for gender responsive pedagogy), the policy promotes “zero-tolerance” culture to SRGBV in all school environments and surrounding communities. The policy is also concerned with the implementation of Anti-Harassment Code of Conduct for Technical Vocational Education and Training (2013), and Code of Conduct on Prevention of School Related Gender-based Violence in Schools (2014). The Growth and Transformation Plan II (2015-20), which sets out the government’s five year development plan, explicitly refers to addressing gender-based violence in the MoWCYA sectoral plan, through establishing shelters for survivors of violence and expanding the one stop centers (UN Women, 2016).

### **3. Organizational Policies Favoring Women**

In addition to the constitutional guarantees for the equality of women, development policies that have been adopted to ensure that women are equal beneficiaries and participants on the socioeconomic and political spheres. The Women’s policy in 1993 was the first comprehensive policy guideline that was designed to address the issues of women’s equality. MoWCYA (2005) produced the ‘Ethiopian Women Development and Change Package’ to support the implementation of the Ethiopian Women’s Policy. It describes the current situation of Ethiopian women and outlines actions needed in various sectors to address gender/women’s issues in economic, social and political spheres both for urban and rural women including actions related to the economic empowerment of vulnerable women. This Package focuses on urban and rural women and Pastoralist and Semi-pastoralist Women Development and Change Package (2010). The Growth and Transformation plan of Ethiopia (2010) has adopted the empowerment of women and the youth as part of the strategy to achieve its objectives or pillars.

1. Sustaining faster and equitable economic growth
2. Maintaining agriculture as a major source of economic growth
3. Creating favorable conditions for the industry to play key role in the economy
4. Enhancing expansion and quality of infrastructure development
5. Enhancing expansion and quality of social development
6. Building capacity and deepen good governance

## 7. Promote women empowerment and equitable benefits

The National Action Plan for Gender Equality is also another instrument to help boost gender equality works. It was designed in 2006 and updated in 2017 to address the following objectives:

1. Enhance Women's and Girls Economic Empowerment
2. Enhance the Role and Benefits of Women in Environmental Management
3. Promote equal access and success in education and training for women/girls
4. Improve women and girls Reproductive Rights, Health and HIV/AIDS Status
5. Reduce Violence against women and girls and improve their Human Rights
6. Increase women's access to all Levels of decision making
7. Implement a gender-based analysis and approach in all government departments and support institutional mechanisms for gender mainstreaming

The MDG (Millennium Development Goal) is another instrument that Ethiopia ratified with the aim of reducing poverty. The goals include, among others, enabling all children, both boys and girls, in the world to complete full course of elementary school and eliminating the gender gap at all levels of education, by the year 2015. The goals were highly ambitious to achieve for most developing countries including Ethiopia, and has been replaced by Sustainable Development Goals (SDGs) having 17 goals. The Ethiopian Government formulated the National Policy of Ethiopian Women in 1993, and established the Women's Affairs Office accountable to the Prime Minister.

Following this, gender focal points in different ministries were established. It has been long and widely argued that women are the key to sustainable development: 'the achievement of sustainable development is inextricably bound up with the establishment of women's equality'. In this context, the SDGs seek to change the course of the 21st century, addressing key challenges such as poverty, inequality, and violence against women and girls. The SDGs aim to build on these achievements to ensure that there is an end to discrimination against women and girls everywhere. As pinpointed in different policy documents, women focused organizations and associations play a crucial role to bring women to the front and exercise their economic, social and political opportunities which they were denied for ages.

## **Crosscutting Issues in Amhara Women's Association**

Cross-cutting issues such as gender equality, environmental protection and climate change, due consideration of women living with HIV/AIDS, involvement of people with disabilities, involvement of women in information technology etc. are relevant to all aspects of development. These issues should, therefore, be integrated and mainstreamed throughout all stages of Amhara Women's Association strategic plans, annual plans, implementation, evaluation and learning. The whole process of implementation should consider how these issues are positively or negatively impacting women from different backgrounds.

Mainstreaming a cross-cutting issue is generally understood as a strategy to make a certain theme an integral dimension of the organization's design, implementation, monitoring and evaluation of development policies and programs. It also implies that relevant analyses and studies are conducted as the basis for integrating the cross-cutting issue into the design of policies and programs. Cross-cutting issues are topics that affect all aspects of a programs (i.e. cut across), and therefore, need special attention. They should be integrated into all stages of programs and projects, from planning through to impact assessment – but this has not always been the case. Mainstreaming cross cutting issues requires political leadership and institutional commitment. Critical enabling factors such as supportive policy frameworks and strategies; the commitment of earmarking the necessary financial and human resources; performance incentives and accountability; and a learning culture.

The enactment of the national policy on Ethiopian women, organizational structures responsible for women affairs were strengthened at federal, regional, and local levels. The family and criminal laws were amended to fully ensure the rights of women. Efforts have also been undertaken to ensure the benefits of women in economic growth and social development.

The Amhara Women's Association (AWA) has tried to address the cross cutting issues mentioned earlier as follows:

Promotion of women's Rights and Gender Equality- Though gender equality and promotion of women's human rights is a the pillar of Amhara Women's Association, it is logical to consider how women in different zones and Woredas access education/training, agricultural inputs, credit

access etc. Violation of women's rights particularly GBV cases are very prevalent; in this juncture, different forms of support are given to women GBV survivors with the objective of rehabilitating them to normal life.

### **Women Living with HIV/AIDS**

Amhara Women's Association (AWA) has designed different projects to benefit marginalized women in particular. The Association has tried to mainstream the issues of vulnerable and marginalized women into its project works; in this regard, the Association shall carry out full scale mainstreaming to fully address the issues of disadvantaged women. In 2015 budget year, for instance, 12,300 women of the region were given a revolving fund amounting to 77,406,660 ETB. This sum of money is given to women after attending short term trainings on how to utilize the money; once they make business with this revolving fund to be independent, they reimburse it, and will be given to other marginalized who are women in need, probably those living with HIV/AIDS. By using this revolving fund, many have released themselves from prostitution work and started new chapter of life.

### **Vulnerable Women (Disabled, prostitutes, Fistula and GBV Survivors)**

Though being a woman is naturally a blessing, societal norms make them vulnerable; a case in point is early marriage practices prevalent in many rural communities. Studies indicate that early marriage as one main cause for young girls to be exposed to Fistula and prostitution which makes them vulnerable. In this regard, Amhara Women's Association has made special consideration for these women/girls to be beneficiaries of its project interventions. Thus, a revolving fund of 77,406,660 ETB is earmarked and distributed to 12,300 women engaged in prostitution sector; this sum will be reimbursed and will be reallocated to other women too. In addition, 1,690,000 ETB revolving fund from Global Fund is distributed to 338 women/girls exposed to Fistula in the region. On top of this, 1,354,000 ETB direct support has been given to 51 Fistula exposed women in the form of direct support to start their own self businesses; this sum of money has been secured from UNFPA. These women/girls have also been given psychosocial support by professionals assigned by AWA. Psychological supports have been given to other groups of women numbering 3742 who have been exposed to gender based violence in all regions.

Disability is a condition of mind or body that hinders an individual's functioning to participate in day to day activities. Women with disability are among the targets that Amhara Women

Association is addressing. Despite differences in the forms of disability women live with, 255,000 ETB support was given to 34 disabled women in Bahir Dar city. This support is purposively given to economically empower them so that they emancipate themselves from dependency.

### **Women's Role in Environmental Protection**

Different from men, women suffer a big deal when the environment is affected. Literatures on environment and development particularly stressed that women's routine work is often linked to the environment (through subsistence agriculture, domestic chores and hired work such as sowing and weeding). Much of women's work is unknowingly made harder and tiresome as the environment is degraded and causing women to exert unnecessary time and effort on firewood collection for cooking. For example, as forests are decimated and sources of groundwater are depleted, women have to make longer, more time-consuming journeys to collect water and firewood (Buckingham-Hatfield, S. and Matthews, J. 1999).

As the environment is affected, women are the first to be affected; thus, acquainting and working on improved stoves helps minimize pressures on the environment. This is going to have dual benefits: minimizing environmental damage and reducing women's domestic work load, as cooking with such improved stoves is easier and time saving compared to cooking with woods. In line with this, Amhara Women's Association (AWA) has been working on environmental protection works with support from the Norwegian Forestry Fund; 75 women in two Woredas Libokemkem (South Gondar Zone) and Quarit (West Gojjam Zone) of the region have been given financial supports for economic empowerment, and skill trainings on how to produce improved stoves which are basic for environmental protection works. For this environmental protection training, a total of 700,000 ETB has been allocated by the Norwegian forestry Fund, and 75 selected women trained. In the upcoming five years, the budget and the corresponding number of trainees should get doubled; so that environmental management works get strengthened. To put this into effect, environmental management and planning manual that uniquely involves women associations should be prepared. Doing so helps improve rural environments; contributes to sustainable development; improves living standards and ensures gender equality.

### **Women's Involvement in Information Technology**

These days, information is power; though women's access to information is limited particularly for rural women. Rural people usually get information not from internets and other social media, but from village and Kebele level gatherings and discussions; unfortunately, such gatherings are usually considered as men's spheres. Many members of AWA are drawn from rural areas whereby access to modern technology are rare; a wide range of work is, thus, needed to challenge gender norms that do not encourage women's involvement in the public sphere. Involving women in different committee (e.g. water post) works also helps women widen their social capital so that access to information will relatively be improved. Because radios are accessible to rural women, AWA needs to widely work on community based media which rural members of the association can easily access via radio broadcasts. Side by side, modern media such as internet and organizational website etc. should be reachable to its members who are ICT literate, and other affiliates of the association.



## SWOT and PESTLE Analysis Result

Thematic Areas	Strengths/Weaknesses	Opportunities/Threats
<b>Governance and Leadership</b>	<b>Strengths</b> <ul style="list-style-type: none"> <li>- The Association has a bylaw and different guidelines (Finance, Procurement and Human Resource Management). Although the bylaw was first prepared in 1990 E.C., it was revised periodically. The latest version is revised in 2014 E.C. Among others, the revised version outlines different roles/positions and benefits for staffs.</li> <li>- The bylaw considers the interests of donors and stakeholders as it shows how the association functions.</li> <li>- The revision process can be said participatory. Initially, the bylaw was prepared and revised by the experts of the association at regional level. Later, it was discussed by participants of generally assembly, and it was ratified by the association's council.</li> <li>- The association has structure from regional to local or Kebele levels.</li> </ul>	<b>Opportunities</b> <ul style="list-style-type: none"> <li>- Availability of organizations who are willing to share their experience with the association (e.g., experience is shared from ORDA (Ameld) which was used as a source for a board-led structure.</li> <li>- Previously, the government used to affect the association seriously and parallel support from the government was there. But now, the government is not affecting the association and this is good to maintain the autonomy of the association and to advocate for the rights and benefits of women.</li> <li>- Socially, there is a better understanding of the association at grassroots level; the government is implementing its development packages using civic organizations such as AWA (this creates a</li> </ul>



	<p>E.C. by the leaders and experts of the association.</p> <ul style="list-style-type: none"> <li>- The association has a clear and appropriate organizational structure (although not fully implemented).</li> <li>- The association has ratified and functional guidelines (finance, procurement, human resource management, and safeguarding).</li> <li>- Regarding Autonomy, the association is governed by a board.</li> <li>- In terms of physical resources and facilities, the situation is better at the regional (head office) level. There are 2 vehicles, office facility with 11 separate rooms, laptop and desktop computers for all the leaders and experts, adequate furniture (chairs, tables, shelves, file folders, internet facility – both cable internet and 7 internet dongles.)</li> <li>- Regarding financial resources, the association sets the annual membership fees for the different groups as follows for its around 1.8 million members throughout the region; 36 birr for civil servants (government employees), 24 birr for urban dwellers, and 10 birr for farmers (which constitute</li> </ul>	
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	<p>the majority of the association members).</p> <ul style="list-style-type: none"> <li>- The annual membership fees collected from grassroots levels are redistributed as per the following formula – 40% is given for the regional level; and 15% is given for Zonal level offices; while 30% is given for the District/Woreda level, the local/Kebele level gets the remaining 15% of the members’ contribution payment.</li> <li>- The association gets funding from different projects and/or donors part of which is allotted for staff payment, stationary, fuel, car maintenance and repair, etc.</li> <li>- The association’s current and recently completed projects (with total worth value of around 84.8 million birr) include: <ul style="list-style-type: none"> <li>o Global Fund – 46 Million Birr (active and working in 52 towns)</li> <li>o Plan International – 3.8 Mil birr (completed)</li> <li>o Helvetas – 14 Mil birr (starting)</li> <li>o UNFPA – 572,073 USD/29.7 mil br (active)</li> <li>o CSSP2 – 4,575,000 birr (completed)</li> </ul> </li> </ul>	
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	<ul style="list-style-type: none"> <li>○ Norway – 700,000 (active)</li> <li>- The Association is currently managing around 85 million birr and its staff believe that the association has the potential/capacity of managing around 200 million birr in its current standing.</li> <li>- The association has bank shares and saving accounts in different banks. <ul style="list-style-type: none"> <li>○ Amhara Bank – 400,000 birr worth shares</li> <li>○ Abay Bank – 2,590,000 birr worth shares</li> <li>○ Enat Bank – 2.4 mil birr saving</li> <li>○ Commercial Bank of Ethiopia – members’ contributions and projects’ money are saved here (with different accounts for different projects; this is the account with which the association runs its activities).</li> </ul> </li> <li>- Besides, the Association has special incomes from land and house rents which are based in different areas of the region. The funds collected from such incomes is invested for women’s income generating activities.</li> <li>- The association has the following assets: <ul style="list-style-type: none"> <li>○ 44 houses</li> </ul> </li> </ul>	
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	<ul style="list-style-type: none"> <li>○ 238 forest areas</li> <li>○ 14 mill houses</li> <li>○ 7 containers</li> <li>○ 26 plots of land</li> </ul> <ul style="list-style-type: none"> <li>- The association collected 2,042,737 birr in 2015 E.C. from the assets in the ten Zones (Central Gondar, Gondar City, D/Markos, North Wollo, West Gojjam, South Gondar, East Gojjam, Oromia, West Gondar, and Awi).</li> </ul>	
	<b>Weaknesses</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>- The bylaw is prepared only in Amharic, although a shorter version (in English) is used for project applications. This is due to the fact that most donors are more interested in the financial guideline than the whole bylaw.</li> <li>- The association is said to have autonomous organizational structure that is free from political influence; however, since Zonal and District level council and board members are full-time employees of government, the autonomy is questionable.</li> <li>- Besides, when there is general assembly meeting from District to Regional levels, per diem,</li> </ul>	<ul style="list-style-type: none"> <li>- There is no system to ensure accountability. Due to the less involvement of the government on the workings of the association, individuals are doing whatever they wish.</li> <li>- The less involvement of the government is also creating a resource gap on the association.</li> <li>- In terms of technology, the association does not have systems to run its regular administrative processes (such as finance, HR, property management, etc.) and</li> </ul>

	<p>transportation costs and refreshment costs are covered by the government, which might compromise the autonomy of the association.</p> <ul style="list-style-type: none"> <li>- Moreover, office/working spaces for the association at Zonal and Woreda/District levels are provided by the government, which would further put the association's autonomy in question.</li> <li>- The leadership of the association is more centralized. Zone and Woreda offices are sent the central plan which they are supposed to implement their part; they do not make annual plans on their own.</li> <li>- Regarding the vision, there is some ambiguity.</li> <li>- Although the vision and mission are communicated well, due to the high turnover at the association, there might be some association staff who are not aware of its vision and missions.</li> <li>- The mission of the association is put in one big sentence. It could have been clarified and specified if the different parts are written separately.</li> <li>- Regarding the values of the association, some seem very nominal (for example, there are some values</li> </ul>	<p>database with which it maintains the full list of its members (with their names and addresses). Thus, the association's plans are haphazardly done.</p> <ul style="list-style-type: none"> <li>- The economic threat is that due to inflation, members' contribution is very low. Even the current 10 birr fee is an increase from 5 birr which was decided after a heated debate at the latest general assembly meeting.</li> </ul>
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	<p>like accountability, participatory... which practically do not seem feasible considering the realities of the association). Besides, some other values could have been added and be practical.</p> <ul style="list-style-type: none"> <li>- Although there is a strategic plan, it has not been implemented at all. It looks like an annual plan. It did not indicate activities with targets. What was planned was not realistic and feasible (for example, the document plans to engage and benefit 3 million association members in economic activities, in educational activities, etc.); hence it was not implemented.</li> <li>- The association has a clear and detailed organizational structure; however, it is only nominal (on paper). The structure put on the bylaw of the association is not fully implemented on the ground. To implement the structure fully, more staff need to be hired by the association.</li> <li>- Besides, the structure at Zone, Woreda and Kebele level is filled only with government employees who volunteer to work for AWA.</li> <li>- In some Woredas, the coordinators are paid by the</li> </ul>	
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	<p>government. But on AWA structure, they are called “volunteers”.</p> <ul style="list-style-type: none"> <li>- Hence, they feel more aligned with the government (who pays their salary) than with AWA, for whom they are volunteering.</li> <li>- Moreover, the limited existing staff who are already overburdened due to lack of full implementation of the structure are not satisfied with their salary rate. So, there is a very high turnover of staff at the regional office level.</li> <li>- In addition, the board members are volunteers and they are not remunerated at all; this has hampered the realization of the full potentials of the association. For example, the board is expected to follow-up and support the association’s activities from regional to local/Kebele level; and to manage income generating activities of AWA at all levels. But, these and other activities remained undone by the board of the association.</li> <li>- The existing structure to the ground level is almost nominal. They do not send reports appropriately and timely. And, when they are requested to send</li> </ul>	
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	<p>information, they do not reply quickly.</p> <ul style="list-style-type: none"> <li>- Although the association has guidelines, there need to be more (such as guidelines for volunteers, resource mobilization, visibility, knowledge management, advocacy, etc.)</li> <li>- The existing guidelines have not been published and distributed to all the association branches to the Zone, District and Kebele levels. However, training on the guidelines was provided for Zonal coordinators; in their turn, they were supposed to provide training for District and Woreda level. But, they have not provided the training as expected. So, the guidelines are not known at the District and Kebele levels.</li> <li>- Most of the guidelines are prepared only in one language. Hence, it is difficult to communicate the guidelines to all concerned stakeholders. For example, the Human Resource and Finance Management Guidelines are prepared only in Amharic. On the other hand, the Safeguarding guideline is prepared only in English. All of these guidelines need to be available in both English and</li> </ul>	
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	<p>Amharic versions to fulfill the interests of all the concerned stakeholders of the association.</p> <ul style="list-style-type: none"> <li>- Moreover, there are problems of implementation of the guidelines. For example, the financial resources sent to Districts are not settled with documents.</li> <li>- On the Procurement Guideline, the limit for proforma procurement is only 30,000 birr. Previously it was up to 50,000 birr. So, now, the association has to do its procurement processes with bidding system, which takes long time and process.</li> <li>- Besides, the Procurement Guideline does not include limited bid as one of the process of procurement, which further complicates matters.</li> <li>- On the Human Resource Management Guideline, there are items which are put only on paper but not implemented fully (such as fringe benefits for the staff). However, due to lack of budget, the benefit package has not been implemented for the staff. This has affected the morale of the staff negatively.</li> <li>- There is an acute shortage of staff at the regional office, which occurred due to the lack of the full</li> </ul>	
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	<p>implementation of the HR Guideline. This resulted in the overburdening of the existing staff with two or more roles with salary for only one of the roles. For example, the Human Resource Coordinator is also the Secretary; the Procurement Coordinator is also the Cleaner and the Office Messenger; the Plan and Programme Coordinator is also the Project Coordinator. Each role is supposed to be performed by separate staff, but it is not.</p> <ul style="list-style-type: none"> <li>- The Managing Board and the AWA Head Office do not perform their functions smoothly. They leave their roles for the other (For example, AWA does not have the legal titles and certificates of ownership on many of its assets and properties distributed all over the region and neither the board nor the head office pushed to do this).</li> <li>- Regarding Autonomy, the association has a board with specific roles and responsibilities. However, apart from meeting every quarter to evaluate plan and report, the board is not performing its designated roles and responsibilities. For example, they do not monitor, follow-up and support the</li> </ul>	
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	<p>activities of the association going down to the Zone and District level. Besides, the board, although it is clearly stated as its role, has never done anything about the income generating activities of the association.</p> <ul style="list-style-type: none"> <li>- Since the board members are located at different Zones (D/Tabor, Dessie, D/Markos, etc.), they have never met fully. Those that are closer geographically have different work responsibilities and burdens.</li> <li>- Some board members are government leaders and hence, they would affiliate towards their party politics than to the association. (This might be both positive and negative; positive to facilitate activities to be done with government, and negative as it affects the perception of the public towards the association). The same is true at Zonal level. But, to collect revenues, they are better. At Woreda and Kebele level, government pays salary and has negative impact on autonomy. Government implements its development packages via civic organizations at the grassroots level.</li> </ul>	
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	<ul style="list-style-type: none"> <li>- Regarding leadership, there are various gaps; it requires a lot of work. The association needs an energetic and inspiring leadership. However, the board is not very active and dynamic. There is high turnover of directors and staff. Leadership capacity and skill gap is rampant at the association. The fact that the association existed for 25 years and is not well known at the grassroots level is an indication of a leadership gap.</li> <li>- The board is not participatory.</li> <li>- There are gaps of capacity building at the association. It is confined only to projects and even that is not adequate; and mostly it is not relevant.</li> <li>- The staffs' skills gaps are not identified and filled.</li> <li>- In terms of physical resources and facilities, although the situation is better at the regional (head office) level, there are material problems at the Zonal and District Offices.</li> <li>- For example, from the total of 20 Zonal offices, only 5 have laptop computers. All the office working spaces are provided by the government. At the District/Woreda levels, there is no computer;</li> </ul>	
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	<p>and some have offices (given by the government).</p> <p>At the Kebele level very few have offices (again, given by the government).</p> <ul style="list-style-type: none"> <li>- In the future, it will be better if 2/3 internet dongles are added at the regional level. Besides, it will be better to strengthen the capacity of the cable internet facility (now, it is around 4mb). There is no fax service at the regional office. And, there is only one scanner and one photocopier.</li> <li>- At the Zonal and District/Woreda levels, it will be better all zones have their own offices with adequately furnished office equipment and facilities like computer and strong internet.</li> <li>- Regarding financial resources, although the association plans to collect 30 million birr from the annual membership fees, what it was able to collect was only 6 million birr in 2015.</li> <li>- In the future, it will be better if all members pay the annual membership fee.</li> <li>- Although the association has various assets, they are poorly managed and utilized. For example, the association has:</li> </ul>	
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	<ul style="list-style-type: none"> <li>○ 44 houses (of which only 16 have ownership certificate; and only 26 are rented)</li> <li>○ 238 forest areas (of which 13 have ownership certificate)</li> <li>○ 14 mill house (of which 12 have ownership certificate)</li> <li>○ 7 containers (none of which have ownership certificate)</li> <li>○ 26 plots of land (of which 15 have ownership certificate, and only 19 are rented)</li> </ul> <ul style="list-style-type: none"> <li>- Although the association is thought to have assets in all the Zones of the region, only 10 of them reported the above data. And the knowledge about the assets at the regional office/centrally is what is reported by the Zones.</li> <li>- As indicated above, several assets do not have ownership certificate for the association.</li> <li>- Besides, there is a huge problem of sending the revenues from the assets to the regional office.</li> <li>- In some Zones, the revenues are put to unknown or</li> </ul>	
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	<p>not approved uses.</p> <ul style="list-style-type: none"> <li>- There is lack of ownership of the assets and proper maintenance and repair is not done to the assets in time; hence, some assets are not generating income (or they are reported to be so).</li> <li>- The revenues generated from the assets are not deposited in the association's account. The association does not have any information about the revenues of the 26 houses, containers, 7 plots of land, etc.</li> <li>- When the association's assets are occupied illegally, the Zonal level offices lack the commitment to return the assets to the association going through the justice/court process.</li> <li>- Some Zones send report to the association saying 'there is no asset'.</li> <li>- The collected revenues are not reinvested in women's income generating activities, after developing a project proposal.</li> </ul>	
<b>Human Resource Development</b>	<b>Strengths</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>- Regarding the sex composition of the association, the number of females is higher than that of males.</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of public higher learning institutions (universities) that are willing</li> </ul>

	<p>In the regional office, from 16 staff, 10 are females and 6 are males. In the Zonal and District level offices, all staff are females.</p> <ul style="list-style-type: none"> <li>- There is a Human Resource Guideline.</li> </ul>	<p>to support women organizations in the region.</p> <ul style="list-style-type: none"> <li>- Availability of NGOs that are interested to work with and support the association.</li> </ul>
	<b>Weaknesses</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>- There is no adequate human resource at the association at the Regional, Zonal and District levels.</li> <li>- Although there is a Human Resource Guideline at the Association, it is not properly implemented (but it does not have limitations as a document).</li> <li>- Due to shortage of budget, the payment rate and the number of staff is not fulfilled as per the guideline; and even the HR coordinator position is staffed with overlapping role of a secretary.</li> <li>- On the HR Guideline, there is no section for human resource development.</li> <li>- Staffs' capacity gaps and needs assessment has not been done.</li> <li>- There is no system of staff appraisal/evaluation (although, the association's activities and tasks are evaluated every quarter).</li> </ul>	

	<ul style="list-style-type: none"> <li>- Here are some of the gaps on the staffs of the association: <ul style="list-style-type: none"> <li>○ They are too much overloaded with overlapping roles</li> <li>○ There is no training and educational opportunity for the staffs</li> <li>○ Not respecting working hours (absenteeism, coming late and leaving early)</li> <li>○ Conflict management (gap of the association leaders)</li> <li>○ Problems of communication and/or public speaking (only very few people express their ideas on meetings while several people complains and talks much after meetings)</li> <li>○ Gaps in organizing and facilitating training (hence, trainings are mostly outsourced)</li> <li>○ Gaps in advocacy (both the staffs and the organization itself lack the important skills of advocacy). For example, although there are cases of rape and GBV in the region, the association is not questioning these.</li> <li>○ There is a big gap of project hunting (all the</li> </ul> </li> </ul>	
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	<p>current and past projects came from the donors themselves.)</p> <ul style="list-style-type: none"> <li>○ There is leadership gap</li> <li>○ There is communication (internal and external) gap</li> <li>○ There is lack of skill of website updating</li> <li>○ There is lack of institutional ownership among staff of the association</li> <li>○ There are gaps of conducting research and data analysis and evidence-based decision making</li> <li>○ All these gaps are still strongly persistent (not addressed).</li> </ul> <ul style="list-style-type: none"> <li>- There is no experience sharing, staff evaluation, and other workplace learning platforms (apart from the experience sharing from ORDA for the leadership aspects of the association).</li> <li>- There is no staff satisfaction analysis</li> <li>- There is a very high staff turnover. From the 16 staff at the regional level, only 6 have been there for a longer period of time. The others are new and there is high turnover. The reasons include low</li> </ul>	
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	<p>payment and job burdens. The overall organizational environment is not too peaceful to attract staff to stay longer, even with the other gaps.</p> <ul style="list-style-type: none"> <li>- Nothing is done to solve the high staff turnover problems. What the association does is hire a new staff when someone leaves. There is no reflection and learning.</li> <li>- There is no team spirit among staff; all run individually</li> <li>- The board could have solved the association's problems; but, they have not addressed the problems. Even worse, the board puts its hands in the internal workings of the association instead of solving the existing problems.</li> </ul>	
<b>Networking and Partnership</b>	<b>Strengths</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>- The partners are known but mapping/analysis has not been done (For example, Women, Children's and Social Affairs, Justice, Health, Job...). Partner mapping has not been done because there is no concerned staff for that specific task (there is also the problem of not recognizing this as a task).</li> <li>- The Association is a member of some multi-</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of organizations/associations who can share their experiences</li> <li>- Availability of NGOs and projects that are interest to support networking and partnership initiatives</li> <li>- Availability of universities in the region that are willing to supports to women</li> </ul>

	<p>stakeholder platforms (e.g. Amhara Women Federation - AWF, the regional Women, Children and Social Affairs Bureau, and Network of Ethiopian Women's Association – NEWA). However, the association is not fully participating, contributing and benefiting from these platforms.</p>	<p>organizations</p> <ul style="list-style-type: none"> <li>- Most NGOs require civic organizations/women organizations to have partner and resource mapping in order to provide financial and technical supports (example, plan international)</li> </ul>
	<b>Weaknesses</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>- There is no specific section concerned for this; but in the existing structure, this might fall in between Plan and Programme and Public Relations Units of the Association.</li> <li>- The association does not have a multi-stakeholder platform that it chairs.</li> <li>- There is no skilled person, need, capacity and initiation in the association to create and facilitate a multi-stakeholder platform.</li> <li>- Although existing partnership make plan together, as only leaders participate, their effect is not known. In the association, there is no culture of sharing what one gets in a training or meetings (be it experts or leaders).</li> <li>- The existing partnerships can be said to be only</li> </ul>	

	<p>nominal. This is because the current partners of the association are only the current project donors.</p> <ul style="list-style-type: none"> <li>- There is no guideline for networking and partnership management.</li> </ul>	
<b>Fundraising, Resource Mobilization and Grant Management</b>	<b>Strengths</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>- There is a fundraising expert on the structure of the association; however, the expert has not been hired due to shortage of budget.</li> <li>- There is a finance management guideline and there is no gap/challenge identified so far on it. It is being implemented.</li> <li>- The association's property administration unit registers and records the association's materials and equipment on paper and on computer (at least partially).</li> <li>- The association has separate bank accounts on different banks. Accordingly, there are separate accounts for projects, annual membership contributions, and contributions from different bodies for the Associations' building construction.</li> <li>- The association has different income from members' contributions/fees, from bank share</li> </ul>	<ul style="list-style-type: none"> <li>- As the association has existed long enough, it has developed trust among donors and government structures at different levels. This will be a great opportunity to raise funding and mobilize resources.</li> <li>- The association also has a huge potential to acquire properties in a form of gift from individuals and from the government.</li> <li>- ICT-supported property registration and management systems have a huge potential to properly register, record and manage the association's properties.</li> <li>- The government in the different zones and districts might provide the association with additional land (for farming, for building shops and houses) so that the</li> </ul>

	<p>dividends, and from projects. Besides, the association has properties (shops, land, houses, mill houses...) in different zones that are generating income.</p> <ul style="list-style-type: none"> <li>- The association has developed a huge capacity to administer funds and grants. This will have a positive impression for donors and supporters who want to provide funding for the association.</li> </ul>	<p>association can generate income/raise funding for its members' income generating activities.</p>
	<b>Weaknesses</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>- There is a huge capacity gap to bring funding from donors.</li> <li>- There is no resource mobilization guideline.</li> <li>- There is no skilled staff who can do fundraising and grant writing. The Association's experts have problems of not being socially active/vibrant, and not being able to write grant proposals.</li> <li>- The association's properties (materials and equipment) are not coded and registered as per the normal property management standards.</li> <li>- The Association's different properties in the different Zones are not properly recorded and registered as properties of the association by the</li> </ul>	<ul style="list-style-type: none"> <li>- Different bodies (individuals, or organized bodies) might target to get hold of the association's properties and make use these for their own benefits.</li> </ul>



	<p>Property Administration unit.</p> <ul style="list-style-type: none"> <li>- The association's special incomes/revenues are not included in the plans of the Association. Only members' contribution fees are planned and followed up.</li> <li>- Even the plan and execution of the association's membership fee collection has a huge gap. For example, last year, it was planned to collect 17 million birr from members. However, the association was able to collect only 6 million.</li> <li>- The association needs to strengthen its property management systems; otherwise, it will be prone to corruption and theft (especially for the properties distributed in the different zones and districts).</li> <li>-</li> </ul>	
<b>Monitoring, Evaluation and Learning</b>	<b>Strengths</b>	<b>Opportunities</b>
		<ul style="list-style-type: none"> <li>- Availability of organizations/associations in the region from which the association can take lessons in this regard.</li> </ul>
	<b>Weaknesses</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>- In the association, there is no section that is specifically responsible for doing tasks of</li> </ul>	<ul style="list-style-type: none"> <li>- Outsourcing MEL activities might require a high cost.</li> </ul>

	<p>monitoring, evaluation and learning. Such roles are undertaken by already existing structures in the Association such as Plan and Programme Unit.</p> <ul style="list-style-type: none"> <li>- There is no MEL guideline in the Association.</li> <li>- The focus in the association is on reporting what has been done. Such report is sent to donors every quarter. <b>However, there is a huge gap of linking performance with plans and checking what has been done and what was missed. The reflection and learning aspects are missed.</b></li> <li>- There is a huge problem of preparing results-based reports. The gap emanates from shortage of information, skill, and work overload of AWA staff.</li> <li>- Information is mostly recorded on paper/hard copy.</li> </ul>	
<b>Public Relations and Communications</b>	<b>Strengths</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>- Internal communication at regional level is strong. There is continuous meeting every quarter for internal communication among staff (at regional level only).</li> <li>- There is an active/updated telegram page that links Zones with the head office.</li> <li>- Regarding external communication, the Association</li> </ul>	<ul style="list-style-type: none"> <li>- The association has access to several social media and communication platforms.</li> </ul>

	<p>has an active facebook page; there is also website of the association</p> <ul style="list-style-type: none"> <li>- Regarding external communication, the Association mainly works in close collaboration with the regional Women, Children and Social Affairs Bureau (meets every quarter in a platform that the bureau organizes).</li> <li>- In Projects, there is a stakeholder review meeting every quarter.</li> <li>- There is one PR expert at the Association who is a language graduate.</li> </ul>	
	<b>Weaknesses</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>- The telegram page is meant to link/create communication with the leaders of the association and the Zones. However, the regional staff themselves are not linked.</li> <li>- There is no communication that the Association undertakes to promote itself.</li> </ul>	<ul style="list-style-type: none"> <li>- Frequent interruption of internet connection</li> </ul>
<b>Research/Evidence-based Decision</b>	<b>Strengths</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>- Although there is no culture of conducting research in the association, during the Civil War in the North, information was collected from different</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of universities in the region that are willing to provide technical support.</li> </ul>

	<p>Zones about the magnitude of harms done on women.</p> <ul style="list-style-type: none"> <li>- Besides, to plan/undertake different income generating activities, the potentials of the different zones has been collected. However, the information has not been collected and compiled as planned to make any meaningful impact.</li> <li>- Plan international has conducted a study on the internal gaps of the Association, which was followed by some capacity building activities, including the financing of the conduct of this SP.</li> <li>- Information about members is being collected, but it is not completed.</li> </ul>	
	<b>Weaknesses</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>- No research thematic areas were identified; but only information about the impact of war on women, and potentials of women in different zones to engage in income generating activities were collected.</li> <li>- Even the two thematic areas on which data was collected have just been shelved.</li> <li>- The Association has not conducted any study in its</li> </ul>	<ul style="list-style-type: none"> <li>- High cost of conducting research projects (particularly through private consultants).</li> </ul>

	<p>own.</p> <ul style="list-style-type: none"> <li>- The previous years' plans of increasing the number of members was not based on accurate information.</li> </ul>	
<b>Women Empowerment Efforts (Model Projects and Initiatives)</b>	<b>Strengths</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>- The Association has been undertaking several women empowerment projects. However, none of these were prepared by the association itself. These are all given by donors, not requested on competitive basis. Some examples of the projects are: <ul style="list-style-type: none"> <li>o Global Fund – 46 Million Birr (active and working in 52 towns)</li> <li>o Plan International – 3.8 Mil birr (completed)</li> <li>o Helvetas – 14 Mil birr (starting)</li> <li>o UNFPA – 572,073 USD/29.7 mil br (active)</li> <li>o CSSP2 – 4,575,000 birr (completed)</li> <li>o <b>Norway</b> – 700,000 (active)</li> </ul> </li> <li>- As the projects are donor-driven, as per the demands of the donors, impacts of projects are identified and communicated with donors.</li> </ul>	<ul style="list-style-type: none"> <li>- As the association is old enough and has structure up to the local Kebele levels, it attracts the attention of donors and is usually awarded with model women empowerment projects. The association has a huge opportunity to strengthen its structure and bring more projects and initiatives to the benefits of the region's women.</li> </ul>
	<b>Weaknesses</b>	<b>Threats</b>

	<ul style="list-style-type: none"> <li>- As the gaps of women in the region are huge, there are ample areas to intervene in. But, the projects that the association implemented so far are donor-driven.</li> <li>- There is no adequate and capable staff at the association who can hunt grants.</li> <li>- Although the Association's HR guideline has structures related to grant hunting and Project management, due to shortage of finance all the specified positions are not implemented on the ground.</li> </ul>	
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## **Measures Taken to Mitigate the Weaknesses**

As indicated in the SWOT analysis of the Amhara Women Association, different weaknesses have been identified in the different thematic areas. Listed below are some of the measures taken by the association to mitigate the weaknesses.

The bylaw of the AWA is prepared only in Amharic and a full English bylaw is not there so far. However, to address the needs and requests of the association's donors, AWA prepared a shorter version of the bylaw in English which is used for project applications. This is due to the fact that most donors are more interested in the financial guideline than the whole bylaw.

The association is said to have autonomous organizational structure that is free from political influence. However, since Zonal and District level council and board members are full-time employees of government, the autonomy is questionable. In relation to this, it can be said that AWA has tried to utilize its links to the regional government wisely. For example, when there is general assembly meeting from District to Regional levels, per diem, transportation costs and refreshment costs are covered by the government. Besides, the association was able to acquire various resources and assets from the different level governments of the region for the benefits of the association.

The leadership of the association is more centralized. Zone and Woreda offices are sent the central plan which they are supposed to implement their part; they do not make annual plans on their own. However, given the Zonal and District Offices' current situations and the linkage mechanisms of the regional and Zonal and District level association leadership, it would not have been possible to realize a decentralized leadership at the association.

To alleviate the weaknesses related to the clarity and communication of AWA vision, missions, values and principles, the association has been communicating these on different events such as trainings, meetings, etc.

Although there is a strategic plan (2013-17 E.C.), it has not been implemented at all. It looks like an annual plan as specific action plans and targets are not set for each of the five years the plan intends to cover. What was planned was not realistic and feasible (for example, it planned activities that were supposed to be planned and done by other sectors such as education, health, etc.); hence it was not implemented. However, realizing this weakness, the association has initiated another process of strategic planning and hence this document.

The association has a clear and detailed organizational structure; however, it is only nominal (on

paper). Moreover, the limited existing staff who are already overburdened due to lack of full implementation of the structure, and they are not well paid. Besides, the structure at Zone, Woreda and Kebele level is filled only with government employees who volunteer to work for AWA. In addition, the board members are volunteers and they are not remunerated at all; this has hampered the realization of the full potentials of the association. To mitigate these weaknesses, the association is trying to encourage its existing staff, and leaders at the zonal and district level by involving them in trainings and awareness raising events whereby they get awareness, knowledge and skills and remunerated for their involvement. Besides, although it is not commensurate with their experience and expertise, the association pays a nominal pay for board members when they undertake meetings. Regarding staff, although they are overburdened with several activities, the association is trying to pay them a better salary and benefits through the different projects it has. Besides, from time to time, the association is increasing the salary level of its staff. This is increasing the institutional ownership feeling of the staff of the association.

The existing guidelines have not been published and distributed to all the association branches to the Zone, District and Kebele levels. To mitigate this weakness, the association usually arranges different events and trainings on the guidelines for Zonal coordinators; who in their turn, provide training for District level leaders (although training not provided as expected).

There is no resource mobilization guideline. Realizing its importance, the association is planning to prepare a resource mobilization guideline.

In the association, there is no section that is specifically responsible for doing tasks of monitoring, evaluation and learning. However, such roles are undertaken by already existing structures in the Association such as Plan and Programme Unit.

Although the association has not identified research thematic areas to undertake evidence-based advocacy and interventions, different information were collected; for example, about the impact of the Tigray war on Amhara women, and potentials of women in different zones of Amhara Region to engage in income generating activities.



## Stakeholders' Analysis

The table below presents a shortened form of the AWA stakeholders' analysis.

<b>Stakeholders</b>	<b>Their Expectations from AWA</b>	<b>What AWA expects from them?</b>	<b>What will happen if their expectations are not met?</b>	<b>AWA's moves/steps</b>
<b>The Various governmental ministries, bureaus and sector offices</b>	They want women get information, and to know and benefit from their plans and programmes	Coordinated and effective work relation, as well as budget, material and professional support	Absence of coordinated and effective work relation, and discontinuation of all types of support	Continuing the previous good working relations; identifying problems and putting forward possible solutions
<b>Law-making units (regional and zonal council offices)</b>	Educating women about laws and decisions to ensure they can benefit from the laws; presenting new ideas to be included in laws that benefit women; participation in council meetings	Ensuring that new laws and decisions are in favour of women; new ideas are accepted and are made to be part of the law to benefit women; and coordinated working relations and professional support	Absence of good working relations; and the support is not as much as expected	Continuing the previous good working relations; identifying problems and putting forward possible solutions
<b>Justice offices (law enforcement)</b>	Recent information on the ground about women's legal benefit; educating women about laws that benefit them	Coordinated working relations; full implementation of gender related laws; financial, material and technical support	Absence of good working relations; and discontinuation of any support	Continuing the previous good working relations; identifying problems and putting forward possible solutions
<b>Universities</b>	Reaching large number of women	Institutional membership to	Absence of good working	Establishing new and

	and benefitting them through capacity building and other initiatives through the research and community service initiatives	strengthen the AWA; collaborative research; capacity building/training, and scholarships; collaborative grant hunting	relations; and the support is not as much as expected	continuing the previous good working relations; identifying problems and putting forward possible solutions
<b>Other associations and/or organizations</b>	Recent information sharing; technical support; experience sharing/learning good lessons	Coordinated working relations; experience sharing/learning good lessons	Absence of good working relations	Continuing the previous good working relations; identifying problems and putting forward possible solutions
<b>NGOs &amp; International organizations</b>	Current status of the association; feasible and convincing & fundable project document; efficient project implementation	Project funding; timely fund releasing; material and technical support;	Absence of good working relations; discontinuation or disruption of project support; and the support is not as much as expected; might affect other potential donors	Establishing new and continuing the previous good working relations; identifying problems and putting forward possible solutions

# **Strategic Goal, Strategic Objectives, Outcomes, Indicators and Targets**

## **Strategic Goal**

By the end of 2028 AWA will contribute to gender equality and equity in Amhara region by empowering and improving the capacity of members, women leaders, and communities through inclusive, participatory, and empowerment approach with effective partnership with the community, CBOs, Donors, and Government.

## **Strategic Objectives**

### **Strategic Objective 1:**

Strengthen and decentralize leadership and governance system of the association through guidelines development and capacity building trainings, educations, and experience sharing opportunities

### **Strategic Objective 2:**

Improving the Human and Physical Resource Capacity of AWA and its members

### **Strategic Objective 3:**

Strengthening Partnerships and Engagement with Public, Private and Civil Society

### **Strategic Objective 4:**

Improve Organizational Capacity for Program Fund Raising, Resource Mobilization and Grant Management of AWA

### **Strategic Objective 5:**

Advance the Monitoring, Evaluation and Learning System of AWA

### **Strategic Objective 6:**

Develop Effective Public Relation System (internal and external relation and communication Strategy)

### **Strategic Objective 7:**

Address Prioritized Needs of Women in Amhara Region through Evidence-based Model Projects and Initiatives

## Strategic Issues

No	Strategic Issues
1	Weak and inconsistent organizational profile, structure, and membership
2	Lack of Competent Leaders and Professional Staffs
3	Inadequate Resource Mobilization
4	Limited Organizational Capacity for Program Fund Raising, Resource Mobilization and Grant Management
5	Limited Networking and Partnership
6	Ineffective Public Relation System (internal and external relation and communication Strategy)
7	Absence of Evidence-based Women specific projects
8	Lack of Monitoring, Evaluation and Learning & Knowledge Management Learning Systems

## The Expected Outcomes

At the end of this strategic plan period, the following outcomes are expected to be achieved through the concerted efforts of AWA and its partners. The expected outcomes are indicated under each of the identified strategic objectives.

**Strategic Objective 1:** Strengthen and decentralize the leadership and governance system of the association through guidelines development and capacity building trainings, educations, and experience sharing opportunities.

### Expected Outcomes under this strategic objective:

- Well founded and expanded organizational profile, structure, and membership
- Decentralized and Empowered Governance and Decision Making
- Knowledgeable, skillful, and effective leaders and members

**Strategic Objective 2:** Improving the Human and Physical Resource Capacity of AWA and its members.

### Expected Outcome under this strategic objective:

- The required physical and human resources and facilities of AWA are improved

**Strategic Objective 3:** Strengthening Partnerships and Engagement with Public, Private and Civil Society.

### Expected Outcome under this strategic objective:

- Well Networked and Partnered AWA with purposely selected NGOs, CBOs, GOs...

**Strategic Objective 4:** Improve Organizational Capacity for Program Fund Raising, Resource

<b>Strategic Objective 1</b> <b>Strengthen and Decentralize the leadership and governance system of the association through guidelines development and capacity building trainings, educations, and experience sharing opportunities</b>							
<b>Outcome</b>	<b>Indicators</b>	<b>Baseline</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Well founded and expanded organizational profile, structure, and</b>	<i>No</i> of clear and functional organizational structure created from regional to Kebele level.	1					
	Revise the vision, mission, and values of AWA	1					

Mobilization and Grant Management of AWA.

**Expected Outcome under this strategic objective:**

- AWA will have multiple and sustained funding opportunities and grant management

**Strategic Objective 5:** Advance the Monitoring, Evaluation and Learning System of AWA.

**Expected Outcome under this strategic objective:**

- Have a well-developed and robust MEL System

**Strategic Objective 6:** Develop Effective Public Relation System (internal and external relation and communication Strategy).

**Expected Outcomes under this strategic objective:**

- AWA will have a well-developed and Up-to-date Public Relation
- Strong internal and external communication system developed

**Strategic Objective 7:** Address Prioritized Needs of Women in Amhara Region through Evidence-based Model Projects and Initiatives.

**Expected Outcomes under this strategic objective:**

- Projects and Programs will be prioritized based on evidence-based decisions
- Projects and Programs on Prioritized Issues of Women and Girls will be designed and implemented

## **Outcomes, Indicators and Targets**

### **Strategic Objectives, Outcomes, Indicators, and Targets**

<b>membership</b>	Translate the bylaw in English and disseminate it to partners and stakeholders	0		1			
<b>Decentralized and Empowered Governance and Decision Making</b>	<i>No of</i> meetings to communicate the vision, mission and values of the association	1	2	3	3	3	3
	<i>No of</i> leaders, board members selected with merit-based and competitive criteria, representing women from d/t parts	13			13		
	<i>No of</i> meetings held by the management board at regional and Zonal level	4	3	4	4	4	4
	<i>Ensure zonal and Woreda level autonomy by including board and council members and full time employers from civil societies</i>	2 out of 13 in the regional (EWLA, Civil Society)			1		
	<i>No of</i> periodically revised guidelines (finance, procurement, human resource management, and safeguarding)	0			2		
	<i>No of</i> additional guidelines developed (e.g. Guidelines for leadership selection, MEL, networking and partnership, volunteers, resource mobilization, staff appraisal, & advocacy)	0	1	1	2	2	1
	<i>No of</i> guidelines translated, published and distributed to Zone, District and Kebele levels.	0	1				
	<i>No of</i> meetings to communicate the guidelines to members at d/t level	1	1	1	2	2	1
	Monitor the proper implementation of the guidelines (HR Management Guideline, Procurement Guideline)	0		1	1	1	1
	<i>No of</i> plans and activities collected from Zones, districts, and Kebeles (Decentralize the leadership role of the association to zonal and Woreda level in planning, and activities, and M&E)	4	4	4	4	4	4

<b>Knowledgeable, skillful, and effective leaders and members</b>							
	<b>No of staffs' need /satisfaction/assessment conducted</b>		1	1	1	1	1
	<b>No of prioritized and addressed staff needs</b>		1	1	1	1	1
	<b>No of trained staffs and leaders (short term)</b>	36 *2	36*2	36*2	36*2	36*2	36*2
	<b>No of members trained with leadership skills (short term)</b>	0	10	10	10	10	10
	<b>No of women Institutes and CBOs trained in the region (short term)</b>	0	3	3	4	4	5
	<b>No of women and men that participate in leadership and interpersonal related programs by AWA</b>	27,071	3,300	30,000	35,000	40,000	45,000
	<b>No of collaboration created with universities and training institutes</b>	2 With BDU & TVET institute at region level	2	2	2	2	2
	<b>No of Bachelor and Masters degree educational opportunities for members of the associations</b>	37		40	40	40	40
	<b>No of workshops, trainings and forums on women participation in Local Governance</b>						
	<b>No of workplace learning platforms created (experience sharing and learning events)</b>		1	3	2	1	1
	<b>No of shared experiences with local and international organizations with similar mission</b>		1	3	2	1	1
<b>Strategic Objective 2</b>							
<b>Improving the Human and Physical Resource Capacity of AWA</b>							
<b>Outcome</b>	<b>Indicators</b>	<b>Baseline</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>The required physical and human resources and</b>	Legalize and formalize the ownership of the association lands and house assets in all zones	-44 houses -238 forest areas -14 mill		15H 80F 5M 3C	15H 80F 5M 3C	14H 78F 4M 1C	

facilities of AWA are improved		houses -7 containers -26 plots of land		9L	9L	8L	
	% of properties (materials and equipment) coded and registered		50 %	50%			
	Increase revenue collected from the association assets	2,042,737ETB	2m	2.5m	3m	3.5m	4mil
	<i>No of</i> new members joining the association	1.8 million members	1.9 2m	2m	2.1m	2.2m	2.3m
	<b>Amount of</b> monthly contribution by member associations increased	36 birr for civil servants, 24 birr for urban dwellers, and 10 birr for farmers					
	Increase money collected from members of the association	6,000,000 ETB	18 m	20m	21m	22m	23 million ETB
	Revise the redistribution quota of annual membership fees collected from grassroots levels	40% for the region 15% for Zonal offices; 30% for Woredas, 15% for Kebeles					
	Amount of fund/ resource mobilized from networks and partners	84.8 million ETB	142 m	180 m	190 m	195 m	200 million ETB
	Amount of financial resources deposit increased						
	Amount of money in bank shares and savings	Amhara Bank – 400,000 birr worth shares Abay Bank – 2,590,000 birr worth shares Enat Bank – 2.4 mil birr saving					



	Commercial Bank of Ethiopia					
Rent office/working spaces for the association at Zonal and Woreda/District levels		4	4	4	4	4
<b>No of</b> furnished and conducive office at Zonal and Woreda levels (with chair, table, laptop, desktop computers, printers, photocopier machine, internet connected)	5 Laptops, one scanner and one photocopier for 20 zones	4	4	4	4	4
Additional car secured (either buy or through donation)	3 vehicles		1	1	1	1
Recruit additional staff for HR Coordinator, Procurement Coordinator, Office Messenger, Plan and Programme Coordinator, Project Coordinator, Fundraising expert	16 staff at the regional level	1	1	1	1	2
Allocate budget to run meetings and costs for, per diem, transportation and refreshment for invited members from zone and district levels						
Allocate budget to improve the staffs salary and decrease the high turnover		Yes		Yes		
<b>No of</b> employees with increased salary		33		40		
Allocate budget to cover the expenses of board members, volunteers, and other supporters				Yes		
Allocate additional benefit packages for employers and volunteers (mobile, transport, house allowance, health insurance, bank loan for staff, child school fee, etc.)		Yes		Yes		
Allocate budget for facilities	330,000	330	330,	330,	330,	330,00

	and equipment maintenance		,000	000	000	000	0
<b>Strategic Objective 3</b>							
<b>Strengthening Partnerships and Engagement with Public, Private and Civil Society</b>							
<b>Outcome</b>	<b>Indicators</b>	<b>Baseline</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Well Networked and Partnered AWA with purposely selected NGOs, CBOs, GOs</b>	<i>A</i> dedicated section/person assigned for networking and partnership development and management					1	
	<i>No of</i> stakeholder mapping conducted based on the major intervention themes/areas (e.g. women economic empowerment, GBV, human right violations etc.)	Women, Children's and Social Affairs, Justice, Health, Network of Ethiopian Women's Association		1			
	<i>No of</i> developed and signed MoUs with key stakeholders		4	4	4	4	4
	<i>No of</i> priority areas of the donors that align with priorities of AWA		4	4	4	4	4
	<i>No of</i> Diaspora community working with AWA			1	1	1	1
	<i>No of</i> International partners working with AWA and Member Associations	6 Global Fund , Plan International, Helvetas, UNFPA, CSSP2, NFG	6	8	10	12	14
	<i>No of</i> volunteers working with AWA	29,553	29,553	29,553	29,553	29,553	29,553
	<i>No of</i> awareness created for international donors and Diaspora community			1	1	1	1

	<i>No of</i> capacity building platforms for volunteers and partners		1	1	1	1	1
<b>Strategic Objective 4</b> <b>Improve Organizational Capacity for Program Fund Raising, Resource Mobilization and Grant Management of AWA</b>							
<b>Outcome</b>	<b>Indicators</b>	<b>Baseline</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>AWA will have multiple and sustained funding opportunities and grant management</b>	Develop a Fund raising and Resource mobilization guideline or customize available ones		1				
	Dedicate a section and an experts for project writing, fund raising, resource mobilization and grant management			1			
	<i>No of</i> resource/asset inventory conducted periodically and communicated with concerned actors (Zone and Region)		1	1	1	1	1
	<i>No of</i> events organized to generate funding (business networking events, Bazaars, Telethons etc.)		1	1	1	1	1
	<i>No of</i> winning proposals written in collaboration with key actors/professionals		2	2	2	2	2
	<i>No of</i> funding opportunities hunted		2	2	2	2	2
	Amount of financial resources generated from NGOs increased		8mil	12m	18m	27m	40m
	Amount of financial resources generated from Community and Diaspora fund increased	5mil	5m	5m	5m	5m	5m
	Loan taken from banks or other credit associations						
<b>Strategic Objective 5</b> <b>Advance the Monitoring, Evaluation and Learning System of AWA</b>							
<b>Outcome</b>	<b>Indicators</b>	<b>Baseline</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Have a well-developed and robust MEL System</b>	Develop MEL guideline or customize available ones			1			
	Robust and automated MEL systems				1		

	<i>No of</i> sections/experts dedicated for MEL at regional and, zonal and Woreda level				1		
	<i>No of</i> MEL software and applications bought and installed					1	
	<i>No of</i> staffs at zonal and District offices supported to have a strong MEL system and automated data management system					1	
	<i>No of</i> periodic MEL conducted and lessons documented		4	4	4	4	4

#### Strategic Objective 6

#### Develop Effective Public Relation System (internal and external relation and communication Strategy)

Outcome	Indicators	Baseline	2024	2025	2026	2027	2028
<b>AWA will have a well-developed and Up-to-date Public Relation</b>  <b>Strong internal and external communication system developed</b>	A section/an expert dedicated for internal and external relations/communications	1					
	Update and manage the website regularly		4	4	4	4	4
	<i>No of</i> updated social media platforms actively used by AWA and its Members		4	4	4	4	4
	<i>No of</i> reports communicated in d/t languages (English, Amharic, if possible in other regional languages)		1	1	1	1	1
	Publicizing AWA and its Members works in a regular base		1	1	1	1	1
	<i>No of</i> program streamed in the mainstream media to promote the association work			1		1	

#### Strategic Objective 7

#### Address Prioritized Needs of Women in Amhara Region through Evidence-based Model Projects and Initiatives

Outcome	Indicators	Baseline	2024	2025	2026	2027	2028
<b>Projects and Programs will be prioritized based on evidence-</b>	<b>No of</b> research thematic areas identified (E.g., Human rights, GBV, Access to Services, women empowerment, development, Family issues etc.)	2	1	1	1	1	1

<b>based decisions</b>	<b>No of</b> studies and need assessments conducted on women related issues in collaboration with its partners		1	1	1	1	1
	<b>No of</b> educated women participating as a member and expert	29,540	29,540	29,540	29,540	29,540	29,540
	Amount of funding generate and dedicated for research works and prioritized issues		Base d on proje cts				
	<b>No of</b> study reports disseminated and communicated to the wider community and partners		1	1	1	1	1
	<b>No of</b> policy briefs developed to be easily understood						
<b>Projects and Programs on Prioritized Issues of Women and Girls will be designed and implemented</b>	<b>No of</b> prioritized and impactful model projects designed and implemented	6	4	6	8	10	12
	<b>No of</b> women empowerment related projects designed and implemented	6	4	6	8	10	12
	<b>No of</b> GBV related projects designed and implemented		1	1	1	1	1
	<b>No of</b> HTP related projects designed and implemented		1	1	1	1	1
	<b>No of</b> family related projects designed and implemented (MCH health, divorce)		1	1	1	1	1
	<b>No of</b> human right and justice related projects designed and implemented	1	1	1	1	1	1
	<b>No of</b> peace-building related projects designed and implemented						
	<b>No of</b> women and girls with disability related projects designed and implemented		1	1	1	1	1
	<b>No of</b> women who are economically empowered (via credits etc.)	12,127	500	500	500	500	500
	<b>No of</b> women and girls with issues related to HTP, GBV, and other HR violations addressed		75	100	125	150	175

	<b><u>N</u>o of women and girls who are politically active participants</b>	8,000	8,000	8,000	8,000	8,000	8,000
	<b><u>N</u>o of women and girls with disability participated in the projects</b>						
	<b><u>N</u>o of impact assessment conducted on women empowerment projects</b>		1	1	1	1	1
	<b><u>N</u>o of educated women participating in women empowerment project design and implementation</b>		20	20	20	20	20
	<b><u>N</u>o of workshops &amp; forums and policy briefings on “socio-economic status of women and girls</b>		1	1	1	1	1

## The Required Inputs to Implement the Strategic Plan

Human Resources Required	Material Resources Required	Financial Resources Required (for all the 5 years)
Coordinators for each Woreda (# of Woredas)		Translation of the Bylaw
		Costs of 14 meetings and events to communicate AWA Vision, mission and values
		Costs to run 19 meetings by the board and management at regional and zonal level
		Costs to revise 4 existing guidelines
		Costs to prepare 7 new guidelines
		Costs to translate, publish and distribute 1 guideline to zones, districts and Kebeles
		Costs to run 7 meetings to communicate guidelines to members at different levels
		Costs to undertake written or face-to-face staff satisfaction assessment at region and zone
Trainers on different topics (leadership, awareness creation, etc.) for regional, zonal and district level short-term trainings	Notebooks, pen, flipcharts, markers, chalk, training materials, etc.	Costs to undertake short-term trainings on different topics for 153,729 people
		Costs to undertake 8 experience sharing visits regionally and nationally
20 temporary guday asfetsamiwoch (outsourced)		Cost for the process of legalizing and formalizing the ownership of the associations' assets in different zones (may be costs for guday asfetsami in each Zone)
	Or build the office/work space in the zones	Costs to cover office rents in 4 zones for five years.
	5 Laptops, one scanner and one photocopy for 20 zones	
	4 cars	
6 staff for HR coordinator, Procurement coordinator, Office Messenger, Plan and Programme coordinator, Project Coordinator, Fundraising expert, etc.		
		Costs to cover increased salary for 40 AWA employees
		Costs to cover payments for board

		members and volunteers
		Costs to cover additional benefit packages for all staff of the association (e.g. Transportation, mobile and internet communication, health insurance, house allowance, bank loan, child school fee, day care, etc.)
		Allocate (330,000 * 5 year) = 1.65 million birr for facilities and equipment maintenance
Networking and Partnership Development and Management Unit established and staffed (at least 2; one for local and one for international/diaspora)		
	Nearly 30,000 volunteers working with AWA every year	
		Costs for covering 5 capacity building platforms for volunteers and partners
		Costs for 4 awareness creation events for diaspora community and international donors
An expert in fundraising and resource mobilization		
		Costs to run 5 fundraising events
MEL (Monitoring, Evaluation and Learning) expert, at least 1		
	MEL guideline and Software	
		Costs to have 2 TV programmes to promote the works of the association
		Costs to identify 5 potentially doable research areas
		Costs to undertake 5 researches
		Costs to disseminate 5 research results to stakeholders
		Costs to undertake 5 impact assessment studies on women empowerment projects
		Costs to undertake 5 events for briefing the socio-economic status of women in the region



## Risk and Mitigation

During the implementation of the strategic plan AWA may encounter risks that impede achievement of results. The following table shows the risks identified through SWOT and stakeholder analysis, and the strategies identified to address or mitigate them.

No	Assumptions	Risks	Mitigation
1.	Adequate resource available	Conflict, Pandemic & others	Design Responsive project & implementation
2	Enabling working environment	Peace & security	Creation of social movement for peace building & reconciliation throughout the member associations
3	Presence of effective partnership	Donor Fatigue & Prejudice	Effective communication, diplomacy and visible leadership
4	Strong cooperation, and collaboration with stakeholders	Political Instability	Strong involvement in advocacy for democracy & good governance
5	Information Communication Technology in place	Cyber Attack	Developing skills for prevention & counter response
6	Presence of good number of volunteers who are engaged	Loose Interest because of the magnitude of social problem	Reminding the call and the purpose of volunteering and providing motivational programs
7	Community Ownership in Development, Advocacy & Humanitarian Emergency	Fatigue of communities due to different responsibilities and negative attitude towards the association, and labelling it as a political organization	Strong, consistent, effective and continuous communication about the federation and what it does

## **Suggested Mission**

1. To contribute to the overall wellbeing and empowerment of women (economic, political, and social empowerment) by:
  - Facilitating and ensuring women's participation in the association as members and leaders
  - Enhancing and strengthening member women and stakeholders' efforts to ensure participation and empowerment of women in economic, social and political spheres of life)
  - Facilitate learning, coordination, and strengthen partnerships between AWA and other associations and organizations working to empower women nationally and internationally.
  - Building the capacity of members (building their technical capacity, aware them about development, agriculture, education, health, good governance, peace and democratic culture building; and share good practices from others)
  - Amplify the voices of females who are at risk and victims of HTPs, child/early marriage, gender-based and domestic violence, and violation of rights, and advocate to ensure/serve justice for the victims.
  - Mobilize all necessary policies, guidelines, financial and material resources to empower women.
  - Design and implement innovative/model projects and programmes (that focus on ensuring social, economic and political empowerment of women, and avoidance of HTPs and GBVs) and share best practices to other associations and concerned stakeholders

## **Monitoring and Evaluation of the Strategic Plan Implementation**

Monitoring and evaluation enhance the effectiveness of the organization by establishing clear links between past, present and future interventions and results. Monitoring and evaluation can help an organization to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation and planning. Without monitoring and evaluation, it would be impossible to judge if work was going in the right direction, whether progress and success could be claimed, and how future efforts might be

improved.

The purpose of this MEL plan is to provide a consistent approach to the monitoring and evaluation of the SP so that sufficient data and information is captured to review the progress and impact of AWA Programs. Lessons learned will also be used to inform best practice guidelines.

Awareness and implementation of this strategic plan will be undertaken through the following:

- Strategic Plan Introduction and awareness raising sessions/stages
- Projects' and initiatives' performance evaluation discussion sessions/stages
- Periodic performance evaluation discussion sessions and feedbacks
- Periodic field visits and monitoring and support visits
- Performance evaluation discussion sessions with stakeholders
- Experience sharing and lessons learning sessions

To achieve the targets on the Strategic plan, a coordinated effort has to be exerted by the leaders at different levels and the staff of AWA.

The strategies set for monitoring and evaluation of this five year strategic plan (2023/24-2027/28) are as follows:

No	Stages	Level	Responsibility	Frequency
1	Monthly performance evaluation report	Progress against activities	Leaders and Programme Officers	Monthly
2	Quarterly Report	Progress against activities	Leaders and Programme Officers	Quarterly
3	Mid-year Report	Progress against Results Indicators	Leaders and Programme Officers	Bi-annual
4	Annual Report	Progress against Results, Indicators and Programmes	Leaders and Programme Officers	Annual
5	Mid-term Report	Progress against Results, Indicators and Programmes	Leaders, Programme Officers and/or external evaluators	End of 3 <sup>rd</sup> year
6	Final Report	Progress against Results, Indicators and	Leaders, Programme Officers and/or external	Last/5 <sup>th</sup> year

		Programmes	evaluators	
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Different instruments will be applied to check whether targets are achieved and reported. Among others, the following instruments will be applied: monthly executive snapshots, plan and report communication meetings, field visits and support, learning and experience sharing platforms, evaluation and consultative meetings with stakeholders, mid-term and annual report. Besides, survey, observation, and document reviews can be used as instruments for monitoring and evaluation. The report should clearly show the planned target and achievements in accordance with indicators, the problems faced during implementation and the solutions made to solve the problems and the way forward to achieve the planned targets. Holistic performance evaluation of the strategic plan will be made at the end of the third implementation year and fifth year.

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