FAWE-ETHIOPIA CHAPTER STRATEGIC PLAN



2019-2022

VISION

FAWE Ethiopia Chapter envisions a just, prosperous and inclusive society in which girls and women have necessary skills and competencies they need to achieve their potential.

MISSION

In partnership with strategic partners, national governments, educators, researchers, influencers and local communities, FAWE Ethiopia Chapter will foster innovations, promote positive policies/practice and provide opportunities for girls and young women, especially those in extreme adversity, to develop skills and competencies that will allow them to be productive members of their societies.

GOAL

Empower girls and women in Ethiopia with all rounded employable skills, values and competencies they need to achieve their full potential.

Scholars engagement on give-back activities



FAWE-ETHIOPIA CHAPTER@ 2019

FAWE Ethiopia Chapter is a member of Pan-African Non-Governmental Organization (NGO) called FAWE Africa led by African women working towards equality in education across the continent. Since 1994 FAWE Ethiopia Chapter has been engaging with governments, local partners, schools, and communities to support development and implementation policies and practical innovations to promote girls' education in Ethiopia. These have been achieved through FAWE's Sub- National Chapters under coordination of the National Chapter. FAWE Ethiopia Chapter registered tremendous progress in the last five years, particularly in making the girls' education agenda remain top at national levels and lobbying for enactment of gender responsive policies and plans. At the community level, the issues affecting girls' education took prominence to the extent that there has been some general feeling that the boy-child is being left behind. From the review we further established that there was significant reduction in drop out and increased retention of girls in schools supported by the FAWE Ethiopia Chapter national chapters, especially at the lower classes. Teachers and school administrators have demonstrated capacity to implement gender responsive initiatives (mothers clubs, gender responsive pedagogy and scholarship programs), and significantly, NGOs, donors and governments adopted for replication/scale up of selected FAWE Ethiopia Chapter strategies in various parts of Africa, though to minimum extent.

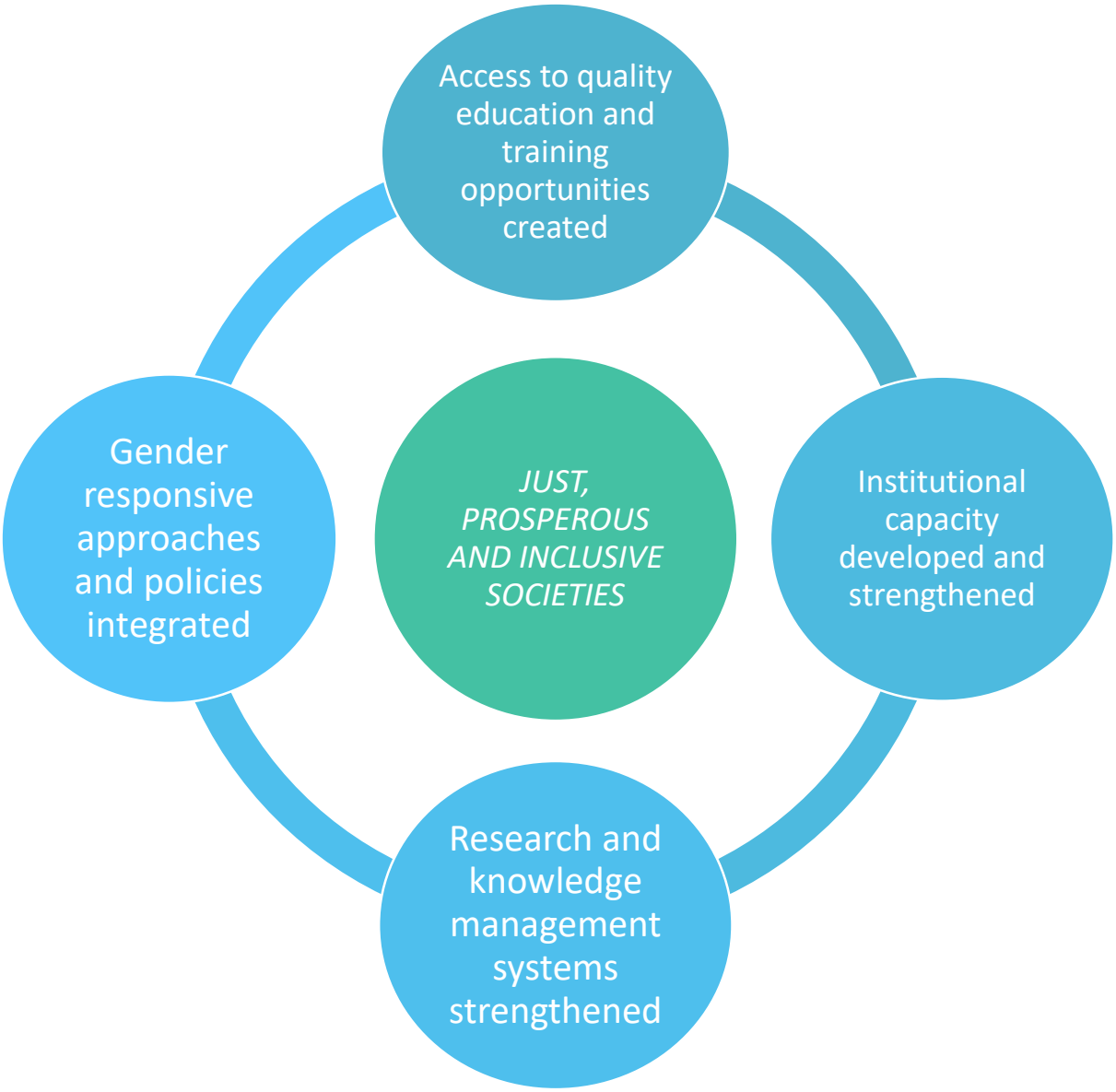
FAWE Ethiopia Chapter Alumni network has also expanded and in some selected cases alumni have registered progress in giving back to their local communities. At the regional level, FAWE Ethiopia Chapter influenced and remained organization of choice in expanding girl's education in Ethiopia. The successes were attributed to active engagements and viable partnerships ranging from inter-governmental agencies and governments at all levels, funding partners, implementing partners and communities. These engagements facilitated resource mobilization, policy influence, technical backstopping and shared learning. However during the previous plan period (2013-2017) FAWE Ethiopia Chapter experienced a number of challenges including the ever changing and challenging socio-economic and political situation in Ethiopia, motivating and maintaining membership, resource mobilization so as to attain financial sustainability, building required institutional capacity to increase effectiveness in implementing its mandate and constraints in staff numbers at the regional secretariat

to closely monitor delivery and implementation of the past strategy. There were also notable weaknesses in terms of relations between the sub-chapters and national chapters which may have arisen out of unclear delineation of duties and responsibilities. Despite the challenges, the organization maintained an effective working relationship with other like-minded organizations, which include sister networks, government ministries, NGOs, and donors. It is with technical, financial and material support from these partner organizations that FAWE Ethiopia Chapter was able to deliver services to girls in adversity across the region.



Scholars' Conference @ Ethiopian Red Cross Society Compound

FAWE-Ethiopia Chapter applies a people-centered approach to development that invests in human potential and promotes just, prosperous, and inclusive societies.



STRATEGIC GOALS

1. **Access to quality education and training opportunities** created

Educated, informed citizens contribute to broad-based prosperity, informed civic engagement, and accountable governance. FAWE-Ethiopia Chapter works with partners around the world to strengthen partnership and networking, broaden access to quality education, and increase people's ability to access information through information technology, traditional and new media, and institutions like libraries.

2. **Gender responsive approaches and policies integrated**

Gender responsive teachers understand and respond to the specific needs of girls and boys in the teaching and learning processes. They do this by being aware of the special needs of girls and boys such as sexual maturation issues and by encouraging equal participation and involvement of boys and girls in class activities and ensuring equal access to learning materials.

3. **Institutional capacity developed**

- **Improving technical capacity of NC & SNC staff**: - Strategically, the organization intends to focus on improving capabilities, skills and knowledge of staff at the regional secretariat and the national chapters in line with this SP requirements. FAWE Ethiopia Chapter will prioritize capacity development of staff in the areas of resource mobilization, project design/management, report writing, advocacy & communications, rights-based approach to programming, gender issues and financial management. To effectively deliver the capacity building mandate, FAWE Ethiopia Chapter will strengthen the institution by recruiting skilled and experienced professionals to drive the agenda of strengthening the national chapters. Furthermore, FAWE Ethiopia Chapter will tap into the existing pool of experienced members and Alumni, at the national and regional levels to provide services at limited cost or on pro-bono basis.
- **Membership mobilization & leadership development**: - FAWE Ethiopia Chapter prides in having a pool of experienced and qualified members and it is time to use this untapped resource for the benefit of the organization. Significantly, during this strategic period, FAWE Ethiopia Chapter will intensify the recruitment of members at the regional and national levels. The regional secretariat and national chapters will be given targets and the national chapter with the highest paid up membership will be awarded during the General Assembly. Membership will be open to professional women with drive to have

Africa with skilled girls and young women. Some of the interventions we plan to undertake to recruit and maintain more members include sustaining interest of current members by engaging them in FAWE Ethiopia Chapter activities, organizing annual marketing campaigns to raise FAWE Ethiopia Chapter profile, organizing outreach activities targeting relevant networks and professional associations e.g. teacher unions, law societies, association of engineers and education coalitions among others. We will also seek to improve resource mobilization, policy development and oversight/management skills for regional and national boards.

- **Strong linkages and revamped alumni**: - FAWE Ethiopia Chapter further intends to strengthen the linkage between the national chapters, especially the executive committees and the regional board. Over the years, the organization has realized an emerging disconnect between national chapters and the region. This will have to change as the focus, in this strategic period, is to have a functional, coordinated and unified organization. During this strategic period, FAWE Ethiopia Chapter will strengthen alumni associations: - all the NCs will be expected to facilitate registration of alumni associations with national authorities and support them to plan for and carry out relevant activities throughout the year including recruitment of more members. NCs will be requested to host alumni associations for a period of two years and engage them in chapter activities and other relevant local campaigns on voluntary basis (pro bono) as a way of giving back.

4. **Vibrant research, evidence generation and knowledge management strengthened**

- **Contribute to regional knowledge hub for evidence on empowerment of young women and girls' education:** At the regional secretariat we will commission and coordinate annual political economy and trends analysis to produce an annual state of girls' education report for Africa. In addition, FAWE Ethiopia Chapter will prepare guidelines and tools for NCs to use in tracking national education budgets. Highlights from national budget analytics will be consolidated into a regional learning paper on patterns and trends in education sector financing once every year and used to lobby for reforms on financing girls' education at regional, sub-regional and national levels. FAWE Ethiopia Chapter will also seek to promote and leverage use of IT for documentation and shared learning within FAWE Ethiopia Chapter (across the wider membership, SNCs and partners). The generated evidence at national, sub-regional and regional levels will be used to inform our annual advocacy strategies and influence policy processes and

policy decisions in favor of girls and young women. In addition to using the evidence for policy engagement, robust and real time evidence will also help in promoting learning within the network and raise FAWE's profile at regional and national levels, making us regain the technical and thought leadership positions we once held in gender and girls education matters. This will be coordinated by MEL team in the new research and knowledge management unit.

- **Contribute to Establishment of a Regional Research Institute:** In partnership with a regional think tank and an international university FAWE Ethiopia Chapter will seek to establish a research institute with specific focus on girls and young women in Africa. The institute which will be housed at the FAWE Ethiopia Chapter in Ethiopia will perform the following functions:
  - Develop own strategy/work plans and raise funds to support their delivery
  - Lead annual political economy and trends analysis
  - Write/publish annual state of girls' education reports in Africa
  - Prepare/update guidelines and tools for budget & finance analysis
  - Promote learning and adaptation initiatives across FAWE Ethiopia Chapter member sub-chapters
  - Undertake top-notch research and training consultancies



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HOW WE ACHIEVE RESULTS

FAWE-Ethiopia Chapter invests in human potential and promotes conditions that lead to more just, prosperous, and inclusive societies. FAWE-Ethiopia Chapter does this by empowering youth and women, cultivating leaders at all levels of society, strengthening institutions, and extending access to quality education and information. These four elements of our strategy are mutually reinforcing and, together, catalytic forces for positive change.

By 2022 FAWE-Ethiopia Chapter will

1) ***Engage and empower youth by expanding quality education, employment opportunities, and civic engagement***

We will show evidence that

- Youth in FAWE-ETHIOPIA CHAPTER programs demonstrate increased engagement in their communities
- Youth in FAWE-ETHIOPIA CHAPTER programs have increased economic opportunities
- More people from underserved populations benefit from FAWE-ETHIOPIA CHAPTER youth programs

2) ***Cultivate leaders at all levels of society to drive positive change in their organizations, communities, and governments***

We will show evidence that

- Participants in FAWE-ETHIOPIA CHAPTER programs use their newly acquired skills, experience, and networks to lead positive change in their organizations and communities
- More people from underserved populations benefit from FAWE-ETHIOPIA CHAPTER leadership programs

3) ***Strengthen institutions by helping them to achieve greater effectiveness, accountability, and responsiveness***

We will show evidence that

- FAWE-Ethiopia Chapter partner organizations increase their effectiveness in delivering results
- More people from underserved populations benefit from institutions strengthened by their partnership with FAWE-ETHIOPIA CHAPTER

4) ***Broaden access to quality education and information by strengthening educational institutions and educators, supporting independent media, and expanding access to information and information technology***

We will show evidence that

- Educational institutions that partner with FAWE-ETHIOPIA CHAPTER increase their ability to deliver knowledge and skills that enhance students' transition, retention, employability and community engagement
- People have increased access to information
- People demonstrate enhanced skills to analyze the credibility and content of information
- People from underserved populations have greater access to quality information



Blood donation by Scholars



School compound cleaning activity by scholars

PRIORITIES

- *Expand leadership development programs* to cultivate more leaders worldwide; develop customized programs to bolster leaders' in particular geographic regions and sectors; and, leveraging technology, enhance and consolidate FAWE-Ethiopia leadership development resources.
- *Expand FAWE-Ethiopia programs that promote youth engagement and employability*; establish a youth practice that will develop new initiatives to invest in the potential of youth.
- *Create a Center for Applied Learning and Impact* to establish a dedicated space for learning, enhance assessment and impact, develop cutting-edge approaches, and integrate a focus on both gender and technology across FAWE-ETHIOPIA CHAPTER's portfolio.
- *Integrate FAWE-Ethiopia's approach to organizational development* into all relevant programming to ensure strong and accountable local institutions can sustain positive change.
- *Develop new initiatives to strengthen independent media and extend access to the internet* with a special focus on narrowing the gender digital divide, giving women and girls needed digital literacy skills, and supporting media in closing societies and conflict environments.
- *Mobilize new resources and diversify revenue to support FAWE-ETHIOPIA CHAPTER*-driven initiatives and enable a relentless focus on our mission.
- *Align organization and operations for the future by enhancing operational capacity,* investing in information technology, and expanding the role and presence of field offices.
- *Ensure our workplace reflects our values by preserving a culture that authentically* prioritizes trust, respect, and care for others.

GUIDING PRINCIPLES

People are paramount. FAWE-ETHIOPIA CHAPTER's approach to development prioritizes people. We treat our partners with dignity, respect, and empathy.

Just and prosperous societies are inclusive. Inclusive societies are more just and prosperous, but social, political and economic inclusion does not happen automatically. FAWE-ETHIOPIA CHAPTER strives to bridge social divides and works for broad participation in its programming.

Change is possible. Injustice and poverty are prevalent but can be overcome through human initiative, community action, and good governance. FAWE-ETHIOPIA CHAPTER promotes change by working in authentic partnership to develop both individuals and institutions.

Sustainable change comes from within. FAWE-ETHIOPIA CHAPTER's role is to support individuals and communities working to build more just, prosperous, and inclusive societies. Our partners must be the ones to drive change in their own societies.

Results are more important than credit. We take pride in being a good partner, sharing credit liberally, and prioritizing the practical details that contribute to long-term sustainability.

Humility is essential. Achieving a just and prosperous world in which all people can achieve their potential is a complex undertaking. FAWE-ETHIOPIA CHAPTER will approach this mission with humility and sincerity. FAWE-ETHIOPIA CHAPTER and its partners have expertise yet acknowledge their limitations. We will learn and remain open to new ideas.

FAWE-Ethiopia's Reputation

- ***WHAT FAWE-ETHIOPIA CHAPTER DELIVER:*** FAWE-ETHIOPIA CHAPTER delivers value to its beneficiaries, partners and donors through its holistic, people-centered approach to development and unique combination of traits. The sum of these parts is what distinguishes FAWE-ETHIOPIA CHAPTER.
- ***EXPERTISE*** FAWE-ETHIOPIA CHAPTER brings expertise and experience in fields such as education, civil society, gender, media, governance, and access to information, and youth employment.
- ***HOLISTIC APPROACH*** FAWE-ETHIOPIA CHAPTER works with partners to design and implement comprehensive approaches that integrate a focus on people, institutions, and communities and an understanding of how they interact to advance prosperity and social justice.
- ***NATIONAL RELATIONSHIPS AND PRESENCE*** FAWE-ETHIOPIA CHAPTER maintains 1 national office and operates in more than 9 regional states. We have a deep network of alumni and partners numbering in the tens of hundreds.
- ***MANAGEMENT ACUMEN*** FAWE-ETHIOPIA CHAPTER delivers quality, well-executed programs with professionalism and integrity.
- ***COMPASSIONATE AND CARING APPROACH*** FAWE-ETHIOPIA CHAPTER treats its beneficiaries and partners with dignity, respect, and empathy in a genuine spirit of collaboration.

WHERE WE WORK



Our strategies

1. Right Based Approach: The proposed project intends to adopt Right Based Approach as an important strategy to help ensure empowerment and autonomy of women and the improvement of their political, social and economic and health status as an important end. This approach implies that putting women and girls on equal footing with their counter parts is not just useful for development, but women and girls need to be equal in all aspects of life, since being equal is their right. All WROs, CSOs and community-based organizations will strive for the realization of these objectives, and will lobby title holders to issues laws, policies and regulations in support of women and girls.
2. Gender Transformation Approach: The proposed project intends to adopt Gender Transformation Approach to create opportunities for individuals to actively challenge gender norms, attitudes and social systems that underlie issues of gender inequalities. The proposed project will, thus, strive to institutionalize and strengthen engagement of women to enable them critically examine, challenge and question gender norms and power issues. The project will also promote positions of social and political influence for women in communities and hence address power inequalities between persons of different groups. The project will also provide capacity building trainings to women leaders to enable them engage in politics and other decision-making bodies.
3. Women Empowerment: The proposed project recognizes that lack of women's empowerment is a critical aspect of gender inequality. Barriers to women empowerment, which exists in many forms, thus, make women and girls vulnerable to deprivations of services as well as denial of entitlements. Forums facilitating community dialogue and conversation sessions will be conducted among community groups to shift social norms and hence empower women to influence existing laws and practices. Using the dialogue/conversation sessions, women will be enabled to analyses their problems in the context of social justice and hence deepen their understanding on the rights they have, which leads them to action. Their ability to influence the direction of social change to create a more just social and economic order will also be enhanced, and this will create a positive citizen state engagement.
4. Capacity Building: capacity building support will be provided to enhance the institutional and technical capacities of WROs or other initiatives involved in the promotion of the rights of women and girls. The capacity development support will also involve other broader components and considerations that include fostering a common vision and operating framework (laws, policies, protocols); improving the knowledge base and ongoing learning through monitoring and evaluation interventions; and, developing or expanding partnerships to maximize the resources and effectiveness of interventions by bringing together the strengths and assets of different stakeholders.
5. Linkage and Collaborative Relationships among Stakeholders: The project will establish and strengthen collaborative relationship with Women, Children and Youth Affairs offices and other concerned government offices, women associations and groups, public and private facilities and organizations in the intervention areas to facilitate their engagement in addressing the problems faced by women and girls in the intervention area.

6. Media Engagement: radio programs will be carefully designed, produced and aired on local stations. These radio programs will inform and educate the public on rights of women and girls in general and gender-based violence in particular. In addition to this, the radio programs to be produced will also be used to increase response of the community to gender based violence. In addition, the radio programs will also serve as platform for the target communities to tell their personal stories of violence, to show the community how serious and pervasive the problem is, and hence increase their determination to do something about it. The radio programs will also serve as an outlet for the community to express their views and showcase the outcomes of their engagement in preventing GBV and promoting gender transformation.