

**WEEMA**  
INTERNATIONAL

# **WEEMA**

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# Strategic Plan

## 2023-2025



# Who We Are

- Founded in 2011, we are a non-governmental organization working in Southern Ethiopia.
- WEEMA partners with rural communities to ensure access to clean water, enhance education, empower marginalized communities, strengthen health systems, and achieve food security.
- We are deeply rooted in place and committed to scaling our programs across an area of 3 million people.
- We are dedicated to the principles of community-led development and focus on long-term sustainable development.
- We strive to be exemplars to others both in terms of quality of our work as well as our community-led approach.
- In the local language, the word weema means “to become whole” or “fulfilled” and has deep cultural significance.

**Mission:** To partner with Ethiopian communities to improve access to clean water, education, economic opportunity and healthcare—all driven by local leadership and collaboration.

**Vision:** We envision thriving communities in which people lead healthy and productive lives.

**Values:** Community Led, Holistic Approach

We act with integrity

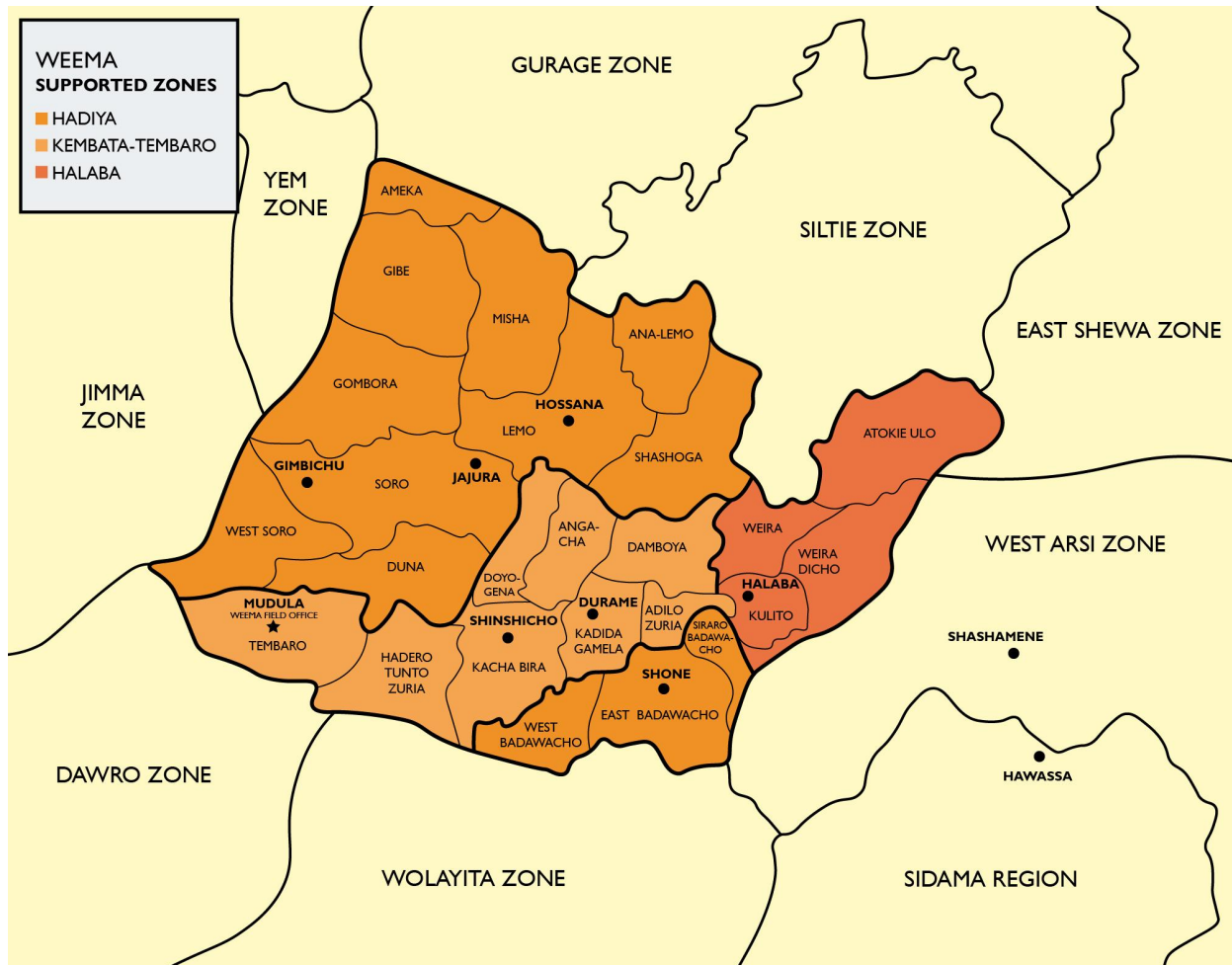
We are accountable and responsive

We strengthen existing systems, nurture local talent, and are guided by community feedback

We respect local culture and traditions

We prioritize long-lasting solutions

# Where We Work



WEEMA operates in two zones and one special woreda located 300 km (185 miles) southwest of Ethiopia's capital, Addis Ababa. This area has a combined population of approximately 3 million people. Like in much of Ethiopia, most people work as subsistence, smallholder farmers. These farmers and their families remain very vulnerable to Ethiopia's cyclical droughts- droughts that are intensifying due to climate change.

# Strategic Plan 2023-2025

## GOAL 1 Apply WEEMA's New Theory of Change

- Organize all programs, projects, and activities to align with new key goals
- Align monitoring and evaluations system with key outcomes
- Utilize new structure to shift to 3-year program planning model
- Implement 3-year programs as outlined in proposals

## GOAL 2 Strengthen Programmatic Design, Reporting, Monitoring & Evaluation

- Employ "New Project Discussion Guide" to assess mission-alignment of new initiatives
- Create and implement clear process for design and implementation of new projects
- Create and implement clear process for renewal of existing projects
- Actively integrate cross-cutting themes (gender, inclusion, and climate) across organizational practices and program implementation
- Strengthen program reporting practices and storytelling
- Strengthen monitoring and evaluation systems and create a data dashboard

## GOAL 3 Deepen Understanding of "Who We Are" - Internally and Externally

- Create posters displaying theory of change, strategic plan, mission, vision, values, etc.- to be available in English and Amharic and highly visible within the organization
- Deepen understanding of community-led development principles and best practices
- Increase understanding that WEEMA is "place-based" with a commitment to expand footprint and impact
- Increase understanding that WEEMA is a development organization focused on sustainability and long-term outcomes through building local capacity, participation, and ownership
- Increase understanding that WEEMA's approach and programs to serve as exemplars for others to learn and replicate
- Expand networks and partnerships

## GOAL 4 Increase the Effectiveness and Cohesiveness of Staff

- Create professional development opportunities for staff
- Establish system for annual staff evaluation and feedback
- Streamline internal communication systems
- Strengthen and implement internal policies around women, people living with disabilities, and people from groups who face discrimination
- Continue to provide opportunities for WEEMA staff to connect and work as a team

# VISUAL SUMMARY



# THEORY OF CHANGE



# Project Goals

Project	Year 1: 2023	Year 2: 2024	Year 3: 2025
<b>Water System Construction</b>	Wissisa Spring to Durgi, Sigazo, Keleta and Gaecha	Wissisa Spring to Durgi, Sigazo, Keleta and Gaecha	TBD
<b>Menstrual Hygiene</b>	Support 4 Schools (Saruma, Buho, Durgi and Giwa)	Continue to Support 4 Schools	Continue to Support 4 Schools
<b>School Eyeglasses</b>	Screen and Provide Eyeglasses at 8 Schools	Screen and Provide Eyeglasses at 8 Schools	Screen and Provide Eyeglasses at 8 Schools
<b>Inclusive Education</b>	Support 4 Established Schools Support 4 Local Initiated Schools	Support 8 Schools in Tembaro Establish Inclusive School in Durame	Support 8 Schools in Tembaro Support Inclusive School in Durame
<b>Kindergarten Access</b>	Construct 1 KG	Construct 1 KG	Construct 1 KG
<b>Early Grade Reading</b>	Support 4 EGRI Schools in Tembaro Add Durgi and 1 More School in Tembaro	Support 6 EGRI Schools in Tembaro Add 4 More School in KT and/or Hadiya	Support 10 EGRI Schools
<b>Public Libraries</b>	Manage Degele Library and Computer Center	Manage Degele Library and Computer Center	Manage Degele Library and Computer Center
<b>High School Support</b>	Support Mudula High School. Support Tunto High School	Support Mudula High School	Support Mudula High School
<b>Self Help Groups</b>	Strengthen 25 CLAs Create 20 New SHGs in Hadero-Tunto Continue to Support Established SHGs	Strengthen 25 CLAs Create 20 New SHGs in Hadero-Tunto Continue to Support Established SHGs	Strengthen 30CLAs Continue to Support Established SHGs (Total 250) Formation of SHG Federation in 2025 or 2026
<b>Potters Empowerment</b>	Support 40 Potters Vocation Training for 10 Husbands	Support 40 Potters Vocation Training for 10 Husbands	Support 40 Potters Vocation Training for 10 Husbands (Total 120 Potters and 30 Husbands by 2025)



<b>Adults with Disabilities</b>	Support Association Provide assistive devices Facilitate CBR Celebrate International Disabilities Day at Regional Level	Support Association Provide assistive devices Facilitate CBR Celebrate International Disabilities Day at Regional Level	Support Association Provide assistive devices Facilitate CBR Celebrate International Disabilities Day at Regional Level
<b>Digital Transformation of Primary Health Care</b>	Continue eCHIS across KT Zone	Continue eCHIS across KT Zone	Continue eCHIS across KT Zone
<b>Inpatient Child Malnutrition Support</b>	Support SAM Stabilization Centers at Mudula Hospital and Gaecha Health Center	Support SAM Stabilization Centers at Mudula Hospital and Gaecha Health Center	Support SAM Stabilization Centers at Mudula Hospital and Gaecha Health Center
<b>Community Maternal and Newborn Health</b>	Midwife Mentorship Medical Training Equipment and Supplies Prenatal Ultrasound (Tembaro)	Midwife Mentorship Medical Training Equipment and Supplies Prenatal Ultrasound (Tembaro 6 months, Hadero-Tunto 6 months)	Midwife Mentorship Medical Training Equipment and Supplies Prenatal Ultrasound (Hadero-Tunto)
<b>Treatment of Pelvic Organ Prolapse</b>	Surgical Treatment for 160 Women- In partnership with Hamlin Training for 2 Surgeons	Surgical Treatment for 160 Women- In partnership with Hamlin	Surgical Treatment for 160 Women- In partnership with Hamlin
<b>Cataract Campaign</b>	Cataract Campaign at Hosanna Hospital		
<b>Farmer Support</b>	Continue to support beekeepers Support 385 Farmers in 5 Kebeles	Continue to support beekeepers Support 385 Farmers in 5 Kebeles	Continue to support beekeepers Support 385 Farmers in 5 Kebeles



# New Project Decision Guide

## GOAL ORIENTED

*Will the primary result of this project be one of the following outcomes?*

- Increase clean water access
- Strengthen community water management
- Improve healthy hygiene practices
- Increase access to adequate sanitation
- Increase access to education
- Improve quality of education
- Improve equity of education
- Increase social participation of marginalized people
- Increase economic status of marginalized people
- Improve self-perception of marginalized people
- Reduce stigma and discrimination of marginalized people
- Strengthen skills of health workers
- Increase access to quality healthcare
- Improve health information systems
- Increase agricultural productivity
- Build resilience to environmental shocks
- Increase income of small-scale farmers

## COMMUNITY-LED

*Is there consensus this project will effectively address a priority need?*

- Does the local community agree?
- Does the local government agree?
- Does the WEEMA Staff agree?
- Does the WEEMA Leadership agree?

## ROOTED IN PLACE

*Will this project take place within a community where WEEMA has a deep existing relationship?*

- Distance: Is the project site reasonably accessible from our existing offices?
- Language: Does WEEMA currently have staff that speak the local language?
- Relationship with Government: Does WEEMA have a relationship with a relevant local authority?
- Relationship with Community: Does WEEMA have a relationship with a local champion?

## RED FLAGS

*Are there any red flags?*

- Is this project primarily a response to an acute crisis?
- Will this project create a parallel system?
- Does this project require expertise not currently found within our organization?

## TARGET BENEFICIARIES

*Will the primary beneficiaries of this project be at least one of the following?*

- Women
- Children
- Marginalized people
- Community-wide systems

## LASTING IMPACT

*Will this project have a long-term impact?*

- Will the project fill a gap in an existing, effective institution?
- If not, is there a realistic path to sustainability?
- If not, will the impact on the primary beneficiaries be long lasting?

## ROLE MODELING

*Does this project have a strong potential to serve as a role model for government agencies, community groups, or NGOs?*

# Process Guide: Required Steps Before New Project Implementation

## 1. Community Input

- a. Conduct at least one focus group with target beneficiaries
- b. Conduct at least one key informant interview a knowledgeable relevant local government official
- c. Gather input from the Community Voice Committees

## 2. Experience Review

- a. Review Weema's history of related work
- b. Consult with at least one other NGO that has done similar work
- c. Review published relevant studies
- d. Review current, relevant government policies and plans

## 3. Define Goal

- a. Prioritize problems identified through community input and based on that develop one clear, specific, measurable, realistic goal

## 4. Logical Framework

- a. Create a log frame starting with the goals, then outcomes, then outputs and activities.
- b. Develop clear means of verification
- c. Consider all risks and assumptions
- d. Adjust activities to minimize risks and assumptions

## 5. Data Collection Plan

- a. Define how the indicators will be measured
- b. Clarify how the data will be collected
- c. Clarify who will gather the data and when
- d. Set targets

## 6. Proposal

- a. Write a project proposal describing in detail the activities that will be undertaken
- b. Prepare Detailed Implementation Plan

## 7. Baseline Data

- a. Collect baseline data
- b. Analyze baseline

## 8. Adjust Project Design

- a. Based on the baseline data, make adjustments to the project design
- b. Update Detailed Implementation Plan

**Once all of the steps above are completed, we can begin project implementation.**

# Process Guide: Required Steps Before Renewed Project Implementation

- 1. Determine if Project Continues to Address Priority Need**
  - a. Confirm the local community still agrees the project addresses a priority need
  - b. Confirm the local government still agrees the project addresses a priority need
  - c. Confirm the WEEMA staff still agrees the project addresses a priority need
  - d. Confirm the WEEMA leadership still agrees the project addresses a priority need
- 2. Evaluate Past Project Success**
  - a. Discuss successes and challenges
  - b. Analyze collected data, compare baseline to follow up
  - c. Compare achievements to set targets
- 3. Update Goal**
  - a. Based on data and feedback, adjust the goal as needed to be more clear, specific, measurable and realistic
- 4. Modify Logical Framework**
  - a. Adjust the activities based on lessons learned
  - b. Reassess risks and assumptions
- 5. Update Data Collection Plan**
  - a. Set new targets based on past experience
- 6. Write New Proposal**
  - a. Write a project proposal describing in detail the activities that will be undertaken
  - b. Prepare Detailed Implementation Plan
- 7. Baseline Data**
  - a. Collect new baseline data for renewed project timeline
  - b. Analyze baseline data
- 8. Adjust Project Design**
  - a. Based on the baseline data, make adjustments to the project design
  - b. Update Detailed Implementation Plan

**Once all of the steps above are completed, we can begin project implementation.**

