ALL WOMEN'S ACTION SOCIETY (AWAM)

AWAM Strategic Plan

January 2015 – December 2019

[Dated 9 Feb 2015]

Contents

Appendices:

Results Framework for GBV, PER, Advocacy, Information Communications, Services, Membership Development, and Fundraising.

1. Overview

Background: AWAM is an independent feminist organisation committed to improving the lives of women in Malaysia. We grew out of a pioneering civil society campaign against Violence Against Women in 1985, and have been formally registered since 1988.

Since then, AWAM has been working for almost three decades to end violence against women. More recently, the organisation has adjusted its priorities to focus on ending gender-based violence and addressing the politicisation of ethnicity and religion in Malaysia.

As an organisation that prioritises movement building, much of AWAM's work is taken forward with various stakeholders.

Objective of the AWAM Strategic Plan: The AWAM Strategic Plan is meant to guide AWAM's annual plans for the next five years; to connect our annual work plans to AWAM's vision and mission; and to better track our programmes and AWAM's ability to achieve its stated goals.

Methodology: AWAM's Strategic Plan 2015 – 2019 has been developed through a series of discussions and meetings.

In the lead up to the Strategic Planning Meeting, AWAM members and staff sitting in four Committees of AWAM, namely Gender-Based Violence, Politicisation of Ethnicity and Religion, Membership Development and Fundraising Committees, met to prepare a review of the past three years of AWAM's work, and preliminary plans for the next five years which were proposed at the Strategic Planning Meeting.

At the Strategic Planning Meeting held in Janda Baik, Pahang from 6 – 8 November 2014, we looked at the outputs of these preliminary meetings, assessed AWAM strengths, weaknesses and achievements over the past three years, identified threats and opportunities in the current socio-economic and political climate, as well as key priorities and direction over the next five years (2015 - 2019).

After the Strategic Planning Meeting, these Committees met again to refine the decisions made at the Strategic Planning Meeting, using a Results Framework that was developed and approved by the AWAM Working Collective after the meeting. The Results Framework for areas of work without committees, i.e.

information communications and advocacy, were developed by staff members.

We then met on 15 January 2015, to present and provide feedback to the Results Framework developed by the various Committees and staff, as well as the draft Strategic Plan. The Strategic Plan was further refined and tabled at a Working Collective Meeting on 6 February 2015, before being finalised.

Outcome/Results: At the Strategic Planning Meeting, AWAM reaffirmed its existing thematic areas of work as strategic priorities:
- Gender-Based Violence (which includes Services); and
- Politicisation of Ethnicity and Religion.

We also agreed to continue to take on the following priorities in a more concerted manner, on top of our thematic areas of work:
- Advocacy
- Information Communications
- Membership Development
- Fundraising.

We identified the need to develop clear objectives and strategies for our advocacy, and information communications work. In particular, there is a need to conduct a stakeholder analysis in order to guide our existing advocacy approach.

We also identified a need to re-look at our existing training modules, in particular, to assess how we were addressing patriarchy and whether the module on sex and gender can be taught differently.

We reviewed AWAM's existing organisational structure and discussed ways to ensure that collectivism, one of AWAM's core values, is operationalised in our ways of working.

Acknowledgements: The Strategic Planning Meeting was made possible by the United Nations Gender Theme Group Malaysia.

Our warmest thanks to Saira Shameem who has so patiently guided us through this process.

AWAM Working Collective

2. Vision, Mission, and Values

Vision: AWAM's vision is to create a just, democratic and equitable society where all persons, in particular women, are treated with respect, and are free from all forms of violence and discrimination.

Mission: Guided by feminist principles, AWAM's mission is to achieve this vision by contributing to a movement that informs, connects and mobilises towards:
- Securing women's rights and bringing about gender equality;
- Building capacities for women's empowerment and social transformation; and
- Supporting women in crisis.

Values: We believe in the importance of having an inclusive, participatory and empowering organisational culture. We subscribe to the following core values: collectivism, compassion and respect, courage, equality and justice, and integrity.

Thematic priorities: AWAM focuses on two thematic priorities to meet its vision and mission, namely Gender-Based Violence (GBV) and the Politicisation of Ethnicity and Religion (PER). These two thematic priorities have been selected as they have particular impact on women's lives, and are areas in which AWAM believes it is able to create change most effectively.

3. Context and Enabling Environment

The section sets out:
    a. an overview of AWAM's work in the last three years, from 2012 – 2014; and
    b. a summary of AWAM's analysis of the political, economic, social and technological (PEST) environments in Malaysia to see what strengths, weaknesses, opportunities and threats (SWOT) AWAM can learn from or act upon in order to meet its vision and mission.

Overview of AWAM's work over the past three years: AWAM's last three year Evaluation and Planning was held in November 2011, where priority themes and direction were planned for 2012 - 2014.

Between 2012 – 2014, AWAM continued to build upon its existing work around Violence Against Women, which has since been renamed Gender-Based Violence (GBV). We also renamed our programme on Ethnicity and Religion, the Politicisation of Ethnicity and Religion (PER), which recognises that it is not ethnicity and religion that is a problem per se, but rather their politicisation and its impact on women, which we believe requires addressing.

AWAM believes that ***Gender-Based Violence*** such as rape, domestic violence, sexual assault and harassment, and trafficking is linked to gender-based inequalities. While women and girls are the primary victims of GBV, we also acknowledge that men and boys may be victims of violence due to socially-determined roles, expectations and behaviours linked to ideas about masculinity. We use a rights-based approach that promotes a better understanding of gender-based violence issues so that all persons may live their lives free from violence and discrimination.

Current and emerging issues affecting Malaysians, particularly women, is the area of ***Politicisation of Ethnicity and Religion***. Certain segments of society in Malaysia utilise ethnic and religious arguments to further their own agendas, leading to artificial but increasing tensions amongst Malaysians. This situation requires urgent addressing particularly for women who bear the brunt of politicised ethnicity and religion. To address the Politicisation of Ethnicity and Religion in Malaysia, AWAM forwards an alternative understanding of gender, ethnic and religious relations, towards promoting greater acceptance of the diversity in our society.

In taking forward its work, AWAM also faced some challenges in the last three years. Internally, human resource management and grievance processes needed to be strengthened and much work has been done in order to address this. AWAM now has a team of five full time staff and two staff on part-time consultancy basis. In addition, between 2012 – 2013, a few individuals attempted, through a series of increasingly threatening actions and words, to disrupt activities and events organised or co-organised by AWAM. Despite these disruptions and the resources expended to respond to these attacks, AWAM remained resilient and continued to carry out its work to the best of its ability.

Summary of SWOT Analysis on PEST Environments: In general, the threats identified in AWAM's SWOT analysis at the Strategic Planning Meeting are far more potent than strengths. As a result, much of our strategies and work revolve around trying to build up on AWAM's strengths or to minimise the threats it faces. There were minimal linkages made between weaknesses and opportunities identified in the SWOT analysis, which meant that the weaknesses we identified were not always being addressed directly.

In terms of strengths and opportunities, we identified the following factors:
a. **Increased awareness and alternate voices:** Increased awareness among Malaysians about human rights issues and issues surrounding violence against women. There is a growing culture of engagement on human rights issues. There are more alternate/informal groups and voices speaking out against injustice, and stronger civil society networks which we can tap into and work with;
b. **Increased engagement by government:** There is a perception of increased awareness in the government of human rights issues and its engagement with international human rights bodies, as well as civil society locally;
c. **Malaysian-ness:** A growing sense of Malaysian-ness in some segments of society in response to the politicisation of ethnicity and religion, that celebrate diversity;
d. **Technology:** More avenues (e.g. online media and other forms technology such as instant messaging) for freedom of expression as well as the exchange of views, opinions, information and ideas. Technology has allowed for a faster exchange of and access to information, as well as the ability to reach a wider audience not just locally but globally;
e. **AWAM's standing:** Recognition of AWAM's work and presence, not only in the women's movement and women's rights issues, but also on issues of national concern and human rights movement.

In terms of threats and weaknesses, we identified the following factors:

a. **Separation of powers:** The separation between executive, judiciary and legislative bodies is weak. This leads to, amongst others, corruption, abuse of power, and an electoral system that is not clean or fair;

b. **Good governance**: Good governance remains a challenge at many levels;

c. **Corruption:** Certain sectors within the government and political parties make policies that end in short term or self-serving gains at the expense of the population, with no repercussions;

d. **Closing of democratic spaces:** The use of draconian laws by the government including religious laws/opinions to close democratic spaces and silence the people;

e. **Politicisation of ethnicity and religion:** An increase in the politicisation of ethnicity and religion in Malaysia in order to silence, control and/or divert people from issues affecting their daily lives. There is also an increase in the use of religion to justify violence or discrimination against women;

f. **Patriarchy:** Strong patriarchal culture which affects women's access to justice;

g. **Media:** The mainstream media is not independent and alternative independent media is frequently suppressed;

h. **Global events:** Impact of certain global events in creating growing conservatism and fundamentalism in some countries, and Islamophobia in others;

i. **Unequal distribution of wealth:** Inequality of economic distribution and increasing cost of living;

j. **Education:** Declining standard of education;

k. **Technology:** Use of technology for misinformation, spread of hate speech, criminal use, control by government etc. Access to technology limited to the more privileged. Technology at this point cannot address long term structural issues;

l. **Government NGOs (GONGOs):** Proliferation of GONGOs whose views against human rights and women's human rights receive a lot of traction in the media;

m. **AWAM:** Need to strengthen AWAM membership in its understanding and engagement on the issues AWAM addresses.

The threats and weaknesses identified above impede AWAM's ability to carry out its work effectively. For one, the prevailing culture of patriarchy continues to hamper women's access to justice, for example women's ability to make police reports of cases of domestic violence, sexual harassment or sexual assault, or obtain justice through the courts for discrimination on the basis of sex and gender. The demonisation of women human rights defenders continues to be a critical challenge, especially when Islam is invoked to delegitimise the work we do. The government continues to use laws such as the Sedition Act to silence and punish alternative views. At a time when resources are already limited,

corruption reduces sources of available funding for services for the community including women.

There is a need for AWAM to continue to strengthen its ability to address the above threats and weaknesses, as well as identify opportunities and interventions that will aid AWAM in addressing these more effectively.

4. Structures and Processes

This section of the Strategic Plan sets out AWAM's:
  a. **governance structure, which includes the working committees that have been put in place to meet its vision and mission,**
  b. **reporting lines and accountability between each of these committees/bodies.**

A diagrammatic view of these bodies and how they interact is set out at the end of this section.

Background: As an organisation that places importance on movement building, AWAM believes that members must be included in decision making and the implementation of its work. As such, most of AWAM's work is carried out by committees comprising of a team of volunteer members, as well as staff members who take on the bulk of the implementation of the work.

Overview: AWAM is a member-driven non-profit working at the local and national level. We have a small number of staff who help coordinate the implementation of programmes as well as see to the daily running of the AWAM Centre.

Our organisational structure emphasises the principles of collectivism and open participation. At the heart of it lies the Working Collective, a body of active members of AWAM who come together monthly to take stock of the organisation's work and ensure that it coheres with our larger vision and direction.

AWAM's vision and direction is determined by AWAM members in an evaluation and planning meeting which is held yearly as well as plans for every three years, and the Annual General Meeting (AGM). In 2014, AWAM held for the first time, a Strategic Planning Meeting for five years, from 2015 - 2019.

Roles and Responsibilities:
A. AWAM Members
a. **Who:**
  - Open to anyone who is 18 years and above, who resides in Kuala Lumpur/Selangor.
  - Must have attended a Members Orientation, two AWAM activities, and been approved by the Working Collective.

b. What:
- Reviews / approves Programmes and Budgets (submitted by the Working Collective) at an Annual General Meeting (AGM).
- Inputs on AWAM's Evaluation and Planning / Strategic Planning Meetings.
- Vote in Council Members every two years and entrust in Council powers to determine direction of the organisation in between AGMs.
- Help shape and carry forward AWAM's programmes through various committees.

B. Council
a. Who: President, Vice-President, Secretary, Treasurer, three council members. Elected by members of AWAM at an AGM every two years.

b. What:
- Determines direction of and manage/supervise the organisation in between AGMs. Includes human resource management and to approve/reject/expel members.
- Answerable to general body of members via the Working Collective.

C. Working Collective (WC)
a. Who: Council Members, Staff, and Member Coordinators of committees.

b. What:
- The powers of the Council is vested in the Working Collective.
- Decides on matters that affects AWAM direction, introduces and reviews policies, monitor programmes, budgets and resource mobilisation efforts, and troubleshoot issues raised by Committees/staff/members.

c. Reporting: Submits annual programme and budget proposals to members via the AGM, for approval. Meets monthly.

D. Joint Management team
a. Who: Three Council members, and three staff managers.

b. What:
- The powers of the Council / Working Collective in management of human resources is vested in the Management team. This includes hiring/firing, appraisal, promotion, management of staff grievances, and staff development. Final decision for some matters such as promotion and staff salaries, lie with the Council members.

c. Reporting: Ad-hoc reports to Working Collective. Meets on an ad hoc basis.

E. GBV Committee
a. Who: Staff coordinator, member coordinator, staff and members. Anchored by staff coordinator.

b. What: This Committee is one of two thematic committees in AWAM. It plans, implements and monitors AWAM's work related to the issue of gender-based

violence. Its main focus in the next five years, is to raise awareness about patriarchy and how to overcome it. Information from AWAM's Advocacy and Networking, and Services is also shared with the GBV Committee to inform the work of the committee. Details of its work are as follows:

- Advocacy: Working Committee on VAW Laws with the AGC, JAG coalition activities, RRAAM, other State and non-state engagement and networking activities related to GBV. Most of this work is carried out by staff.
- Public Education and Training: Work includes the Domestic Violence Nationwide campaign, 16 Days of Activism on GBV, collaboration projects on SRHR issues (i.e. with Taman Medan Youth), and responding to requests for trainings and for hospitals/ government agencies/ corporations/ communities. Training topics include VAW/SH/DV/gender sensitisation/SRHR.
- Materials: Produces content for brochures, etc.

c. Services: Free legal information and counselling for women facing violence / discrimination. Includes issues of marriage, divorce, custody, maintenance, domestic violence, sexual harassment, sexual assault/rape, discrimination at work and others. Organises regular trainings for new chambering pupils that join AWAM's Legal Aid Clinic, and briefings for intern counsellors that join AWAM's counselling centre. Coordinated by staff.

d. Reporting:
- Meets monthly.
- Holds yearly evaluation and planning prior to the AWAM evaluation and planning.
- Monthly progress reports to the Working Collective.
- Direct communication to general membership on activities via members listserv.
- Reporting on past activities, and invitation to upcoming activities to members via an e-newsletter that comes out once every two months.
- Reporting at Staff Meetings.

F. PER Committee

a. Who: Staff coordinator, member coordinator(s), members and staff. Anchored by staff coordinator.

b. What: This Committee manages the other thematic area of work at AWAM. The Committee was formed in 2012 to look at the impact of the politicisation of ethnicity and religion on women and its impact on women, as well as how AWAM can create feminist responses to such politicisation. Its main focus is on public education and training, with some focus on advocacy and networking. Details of its work is as follows:

- Advocacy and networking: Build better linkages across religious/ ethnic lines;

- Public education and training: Developing a training manual on gender, ethnicity and religion, and running of these workshops with youth; Discussions with AWAM members or public talks/events on PER issues.

c. **Reporting:**
  - Meets monthly.
  - Holds yearly evaluation and planning prior to the AWAM evaluation and planning.
  - Monthly progress reports to the Working Collective via WC meetings.
  - Direct communication to general membership on activities via members listserv.
  - Reporting on past activities, and invitation to upcoming activities to members via an e-newsletter that comes out once every two months.
  - Reporting at Staff Meetings.

G. Fundraising Committee

a. **Who:** Staff coordinator, member coordinator, members and staff. Anchored by staff coordinator.
b. **What:** Fundraising activities, e.g. White Ribbon Campaign, Treasure Hunt, any other fundraising opportunities.
c. **Reporting:**
  - Meets regularly.
  - Holds yearly evaluation and planning prior to the AWAM evaluation and planning.
  - Minutes of meetings to the Working Collective.
  - Direct communication to general membership on activities via members listserv.
  - Reporting on past activities, and invitation to upcoming activities to members via an e-newsletter that comes out once every two months.
  - Reporting at Staff Meetings.

H. Membership Development Committee

a. **Who:** Staff coordinator, member coordinator, staff and members. Anchored by staff coordinator.
b. **What:** Members orientation, coordinating members for public education booths, member activities like Feminist Friday and Feminist Camp, manage membership.
c. **Reporting:**
  - Meets regularly.
  - Holds yearly evaluation and planning prior to the AWAM evaluation and planning.
  - Monthly progress reports to the Working Collective.
  - Reporting at Staff Meetings.

- Reporting on past activities, and invitation to upcoming activities to members via an e-newsletter that comes out once every two months.
Note: Used to fall under Organisational Development.

I. Information Communications (InfoCom)
a. **Who:** Infocom officer, with the support of another programme staff.
b. **What:** Manage media relationships and contacts, publish members e-newsletters, coordinate the Media Team, coordinated development of AWAM materials such as brochures and videos, coordinate AWAM social media platforms, manage AWAM website, coordinate/assist with media press conferences.
c. **Reporting:**
- Monthly progress reports to the Working Collective.
- Reporting on past activities, and invitation to upcoming activities to members via an e-newsletter that comes out once every two months.
- Reporting at Staff Meetings.

J. Media Committee
a. **Who:** President, two Council members, Infocom officer, one or two other staff members. Coordinated by Infocom officer.
b. **What:** Responding to the media, Drafting/Vetting of press statements / letters to the editor, media interviews, monitor media coverage, produce media reports for AWAM campaigns.
c. **Reporting:**
- Infocom officer submits monthly progress reports to the Working Collective.
- Statements and media coverage are circulated to members via members listserv, and posted on AWAM facebook and Website.
- Reporting at Staff Meetings.

K. Advocacy and Networking
a. **Who:** Work is shared among programme staff. Ad hoc feedback from GBV/PER Committees and Working Collective.
b. **What:** All AWAM advocacy and networking work, both thematic and non-thematic, are mainly coordinated by staff. GBV and PER related advocacy are discussed at the relevant committee meetings, to ensure that there is input from the committees. Much of the advocacy work is carried out with the Joint Action Group for Gender Equality (JAG). Work includes engagement with Ministries, NGOs, political parties, Members of Parliament, UN, Embassies.
c. **Reporting:**

- Monthly progress reports to the Working Collective. Occasionally subsumed under PER and GBV progress reports when there is no non-thematic advocacy updates.
- Reporting on past activities, and invitation to upcoming activities to members via an e-newsletter that comes out once every two months.
- Reporting at Staff Meetings.

L. Finance Committee
a. **Who:** Treasurer, Past treasurer, Admin & Finance staff, Accounts officer.
b. **What:** Monitor AWAM funds and expenditure, coordinate annual budgets and preparation of annual financial reports.
c. **Reporting:**
- Meets regularly.
- Monthly reports to the Council members of the Management.
- Ad-hoc updates to the Working Collective via WC meetings.
- Reporting at Staff Meetings.

M. Admin
a. **Who:** Admin and Finance staff, with support of programme staff.
b. **What:** Administrative matters at the office, logistic support for organisational meetings such as yearly Evaluation and Planning / Strategic Planning Meetings and Retreats, fielding requests for internship/volunteers, any other operational matters including special projects such as office renovation.
c. **Reporting:**
- Ad Hoc reporting to Management when necessary. Some matters, such as office renovation, are brought directly to the WC for decision making.
- Reporting at Staff Meetings.

N. Staff
a. **Who:** Admin & Finance and Programme Staff.
b. **What:** Staff members conduct joint monitoring, feedback and information sharing across committees through monthly staff meetings. This includes staff well-being monitoring, updates on progress of work of various committees and troubleshooting day to day operations, human resource matters to be brought up to the Management team. Council members on the Management team occasionally sit in staff meetings.
c. **Reporting:** Minutes are circulated to the Management team. Meets monthly.

O. Ad Hoc committees

The Working Collective sets up ad-hoc committees to manage/coordinate various matters / issues as and when required. For e.g. the 2014 Strategic Planning Sub-Committee coordinated responses from various AWAM Committees in the lead up to the AWAM strategic planning meeting in November 2014.

AWAM Organisational Chart and Reporting Lines

Legend:
→ Reporting line
◆┄┄┄◆ Information sharing line

AWAM AGM

Joint Management Team

Working Collective

Staff

GBV Committee

Services

PER Committee

Advocacy

Information Communications

Media Committee

Membership Development Committee

Fundraising Committee

Finance Committee

Admin
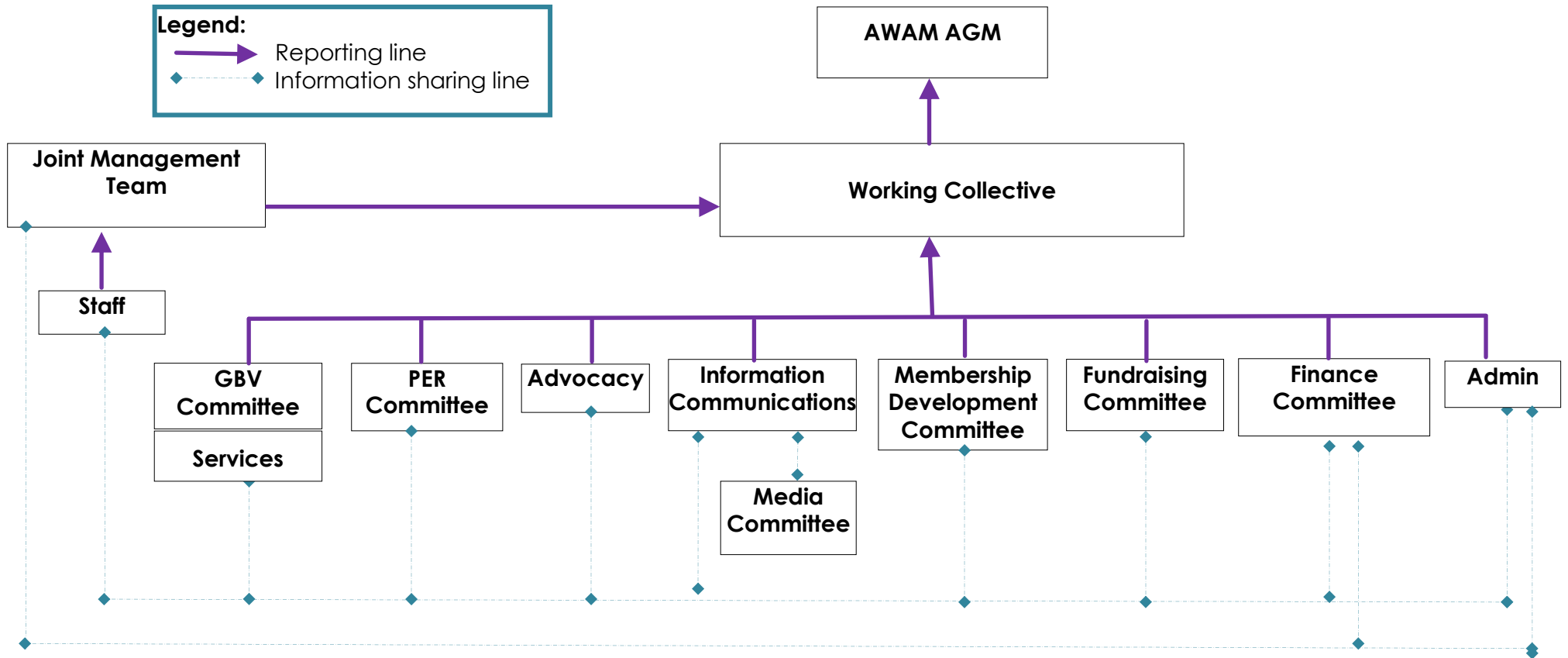
5. Strategic Priorities for 2015 – 2019

This section summarises each of AWAM's Strategic Priorities for the next 5 years. This is based on a Results Framework which has been developed by Committee members and staff for AWAM's Strategic Priorities. A template of the Results Framework is attached in the Appendix.

Overview: AWAM's Strategic Priorities for 2015 – 2019 are:
  i. Gender-Based Violence (GBV), including Services
  ii. Politicisation of Ethnicity and Religion (PER)
  iii. Advocacy and Networking
  iv. Information and Communications
  v. Membership Development
  vi. Fundraising

Both GBV and PER programmes receive a higher priority in terms of resources provided by the organisation. All other programmes and work are carried out with these two thematic priorities in mind.

In general, there is a bigger focus on engaging with youths in AWAM's public education and training activities in both the GBV and PER programmes. It should be noted that AWAM's Public Education and Training work has been subsumed under the GBV and PER Committees.

i.   Gender-Based Violence (GBV)

AWAM's GBV work is carried out by the GBV Committee.

The GBV Committee has identified the need to address the core issue of patriarchy, in order to create a society where everyone, particularly women, are treated with respect and are free from all forms of gender-based violence.

To meet this goal, the GBV Committee is focusing its efforts on creating awareness and understanding of the role of patriarchy in enabling gender-based violence, and providing a space for its target groups to actively take steps to address it in their personal lives.

The bulk of GBV work is public education campaigns as well as training activities to meet its goals. Due to AWAM's expertise in this area over the years, AWAM also regularly receives requests for training on GBV issues, as well as on other topics including gender sensitisation, CEDAW and women's leadership.

In terms of its target groups, the GBV Committee has identified the need to engage with:

a) *Youths*, through a three level training programme. The first level workshop aims to create awareness about patriarchy and GBV. The second level workshop then builds the skills and capacity of participants to articulate issues around patriarchy and GBV, and finally at the third level workshop, it will creates processes and spaces for participants to develop action plans and take action to address the issue of GBV. This is the main focus of the GBV Committee in the next five years, with on-going engagement and activities planned, as well as monitoring and evaluation;

b) *Service providers*, through inter-agency workshops organised by AWAM, as well as responding to requests for training. This is to ensure that they are equipped with the skills to provide victim/survivor centered services;

c) *General public*, through public education campaigns via existing internationally recognised events such as International Women's Day, 16 Days of Activism against VAW and the White Ribbon Campaign, as well as its own campaigns and materials.

AWAM's Services work sits with GBV to ensure that GBV work is grounded in the Services we offer, and that our Services is informed by the conceptual and theoretical discussions about GBV. AWAM's Services is coordinated by staff members, and is carried out with volunteers, specifically, intern counsellors and chambering pupils (via the Kuala Lumpur and Selangor Legal Aid Centre). AWAM will continue to use a Rights Based Approach in the provision services, to empower women to make more informed decisions, through its legal information and counselling centre. It will also create closer linkages with AWAM's advocacy work through the compilation of case studies.

ii.   Politicisation of Ethnicity and Religion (PER)

AWAM's PER work is carried out by the PER Committee.

The PER Committee has identified the need to create awareness about the politicisation of ethnicity and religion in Malaysia, and its impact on women. The Committee aims to carry out activities that foster alternative perspectives on ethnicity and religion in Malaysia, and a culture that embraces and celebrates diversity.

To this end, it has developed a training manual, '*Perpaduan: Exploring gender, ethnic and religious relations in Malaysia*' in 2013/2014 which has activities targeted at youth engagement. The manual is meant to provide tools to critically analyse politicised ethnicity and religion in Malaysia, and its impact on women.

In terms of its target groups, the PER Committee has identified the need to engage with:

a) *Inter-ethnic and religious groups*, by networking, strengthening ties and creating opportunities to collaborate on issues of common concern;
b) *Youths*, by organising workshops using the Perpaduan manual. We plan to mobilise youth groups by cultivating our contacts in universities, NGOs and other networks with access to youth groups;
c) *AWAM membership,* through internal discussions and meetings, in order to build understanding and capacity to engage with the issue;
d) *General public*, through public talks, events, press statements or other materials, in order to build understanding on the issue.

Through its work, the PER Committee aims to create an environment where Malaysian mix freely with each other, where efforts to address women's rights violations and discrimination can be carried out without being demonised, and women command respect and are able to stand up against violence and discrimination.

iii.   Advocacy and Networking

AWAM's advocacy and networking work is carried out by staff members.

AWAM has identified a need to:

a) develop a *stakeholder analysis* as well as a more holistic *advocacy approach* for the organisation;
b) develop *public education materials* such as factsheets, infographics, brochures, and animations to support its advocacy work;

AWAM will continue to focus its engagement on *women's human rights issues* through the Joint Action Group for Gender Equality (JAG) as well as other networks such as the Reproduction Rights Advocacy Alliance Malaysia (RRAAM) and the Women's Learning Partnership (WLP). It will also continue to bring its voice and experience to issues of national concern via civil society initiatives such as Gabungan Bertindak Malaysia (GBM), Coalition of Malaysian NGOs in the UPR Process (COMANGO), and BERSIH, as well as build linkages with Inter-ethnic and religious groups through the PER Committee.

AWAM will critically assess opportunities for engagement with the *state and federal governments* as well as at the *regional and international level*. Through the work of GBV and PER with youths, it hopes to create a pool of youth advocates to eventually support its advocacy work.

Through its advocacy and networking, AWAM hopes to create a groundswell of support for issues we work on, ultimately resulting in the abolishment of repressive laws and laws which discriminate against women.

iv.   Information and Communications

AWAM's information and communications work is currently carried out by a staff member.

In November 2012, AWAM started its discussion about the need to focus resources to develop its information and communications (infocom) work. The position of an information and communications officer was subsequently created to carry out this work in 2014. However, we have recognised a need to build a committee to develop this area of work further.

The plans for infocom are as follows:
1) To build an *infocom committee*, that has the capacity to input and work on different areas of AWAM's infocom work, including branding and publicity, media statements online platforms (website/social media), research, generation of publications and management of AWAM's resource library;
2) Media engagement through *press statements/letters to the editor* (and responding to media requests) and TV/radio engagement on women's human rights issues, particularly on GBV and PER;
3) Maintaining AWAM's *website and social media platforms*;
4) *Bi-monthly newsletters* to members;
5) Branding through the creation of *AWAM materials and merchandise*;
6) Creating materials to *support the work of various AWAM committees*;
7) Coordinate the production of a popular version of AWAM's *annual report*.

By 2019, AWAM intends to have developed a coherent information communications programme that actively supports and promotes AWAM's vision and mission. Through its Infocom work, AWAM aims to be able to increase the understanding of the public about the patriarchal nature of our society, and increase visibility of AWAM's work.

v.   Membership Development

AWAM's membership development work is carried out by a Membership Development Committee.

The Membership Development Committee has identified a need to put in place structures and programmes to recruit, retain and grow an active membership

that understands AWAM's vision, mission and values, and is able to address issues that AWAM works on.

To meet this goal, the Membership Development Committee has identified the following activities:

a) Organise member discussions to develop an AWAM feminist framework;
b) Organise 3 member orientations a year, to introduce AWAM's vision, mission, values as well as its feminist framework, and to create a space for new members to find a place in the organisation through the work of its committees;
c) Feminist camp, that is open to the public, as a space to discuss feminism and feminist issues and demands, and bring in new feminists to the organisation;
d) Activities to grow our members such as skills developing workshops and the monthly Feminist Fridays;
e) To put in place a buddy system and a yearly social event to recognise new and existing members contributions to AWAM and the feminist movement;

Through this work, the Membership Development Committee aims to create an AWAM that is a strong & catalytic force in advocating feminism and feminist movement building.

vi. Fundraising

AWAM's fundraising work is currently carried out by a Fundraising Committee.

The Fundraising Committee has identified the following major outputs for the next 5 years:

a) AWAM will have a strategy to generate sufficient funds every year, through two major fundraising activities, the Treasure Hunt and the White Ribbon Run and Walk;
b) Members and volunteers are more proactive in fundraising through their participation in the fundraising activities organised by AWAM;
c) Strengthened rapport with donors / sponsors through targeted engagements with our donors.

External requests for trainings are also another source of funding. Through its work, the Fundraising Committee aims to ensure that AWAM will be able to secure sufficient funds for AWAM to operate and run its programmes smoothly.

6. Monitoring and Evaluation Plan

This section sets out AWAM's on-going monitoring and evaluation activities.

AWAM's work is monitored through the following mechanisms:
a) Working Collective meetings (monthly) – Council Members, Member Coordinators of Committees, and Staff;
b) Management meetings (ad hoc) – 3 Council Members and Staff Managers;
c) Staff meetings (monthly);
d) Committee meetings (monthly) – GBV, PER, Infocom, Membership Development, Fundraising, and Finance Team;
e) Newsletters to members (bi-monthly);
f) Annual Report (yearly);
g) Reports and evaluations of its workshops/ campaigns/ projects; and
h) Reports to donors.

AWAM's work is evaluated through the following mechanisms:
a) Committee meetings (monthly) – GBV, PER, Infocom, Membership Development, Fundraising and Finance,
b) Evaluation and Planning meetings (yearly),
c) Strategic Planning Meetings (held once every 5 years).

7. Budget and Sources of Funding

This section sets out the sources of funding for AWAM's programmes and activities; as well a budget projections.

Budget:

A summary of AWAM's proposed budgetary projections for 2015 – 2019, will only be available after it has been approved by AWAM members at the Annual General Meeting in March 2015.

Source of Funding:

AWAM's funding will come from the following sources:

a) An annual Treasure Hunt, and White Ribbon Run and Walk;
b) Public donations and joint projects;
c) Grants from corporations and other donors; and
d) Training activities.

8. Results Framework Template

Guidance to each Committee:
List 3 – 5 key actions that will get us from where we are → to where we want to be in 5 years (2015 – 2019). Base this on discussions and initial workplans that have already developed at the AWAM Strategic Planning Meeting in November 2014.

Strategic Priority:
[GBV, PER, Fundraising, Membership Development, Advocacy, Information Communications]

Impact Goal:
[Long-term effects on identifiable population groups produced by an intervention, directly or indirectly, intended or unintended These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.[1] This is where we want to be in 5 years]

Outcome Goal:
[Institutional and behavioral changes that occur between the completion of outputs and the achievement of goals. They are the intended or achieved effects of an intervention's outputs].[2]

Coordination:
[Who will lead this?]

Outputs	**Activities and Timeline**	**Link to Outcome/ Impact**	**Indicators**
[Changes in skills or abilities, or the availability of new products and services that result from the completion	*[Actions taken or work performed to produce specific outputs. e.g. Train service providers, Develop*	*[How does it contribute to the outcome? Note: From*	*[Benchmark to measure progress – can be quantitative or qualitative, e.g. no. of participants*

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[1] United Nations Development Group, *Results-based Management Handbook: harmonizing RBM concepts and approached for improved development results at country level* (October 2011).
[2] Ibid.

of activities. e.g. change in skills and capacities, new publication, etc][3]	*action plan, develop a curriculum/ manual]*[4] *Please include intended beneficiaries where relevant.*	*AWAM Strategic planning meeting Nov 2014]*	*trained, increased awareness of the issue]*[5]

Note: Each Strategic Priority has a detailed Results Framework. Copies available upon request.

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[3] Ibid.
[4] Ibid.
[5] Ibid.

All Women's Action Society (AWAM)