

**Addis Ababa Hotel Owners
Association-AHA**

FIVE-YEAR STRATEGIC PLAN

(2024 –2028)

Final Report



Studied by:

Afro Universal Consult & General Trading PLC



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Addis Ababa

Remember:

- AHA's Strategic Wheel
- Total No of hotels in AA and No of members
- Total No of hotels in ETH and No of members
- CITY Associations of Hotel
- Challenges and opportunities
- Especial cases of AHA (A is the hub of AU,)
- Photos of BoDs
- **EHSPEA**: Ethiopia Hotel & Related Service Provider Employers' Federation

CRONYMS ANDA BBREVIATIONS

- AHA: Addis Ababa Hotel Owners Association
- ASPC: Association's Strategic Planning Coordinator .
- AUCGT: Afro Universal Consult & General Trading
- BoD: Board of Directors
- E.C: Ethiopian Calendar
- [EHRSPF: Ethiopia Hotel & Related Service Provider Employers' Federation](#)
- ETB: Ethiopian Birr
- GIZ: the Deutsche Gesellschaft für Internationale Zusammenarbeit
- KRAs: Key Result Areas
- KPI: Key Result Areas
- MICE: Meetings, Incentives, Conferences and Exhibitions.
- NGO : Non-Governmental Organizations
- PEST: political, economic, social- cultural, or technology
- SP: Strategic Plan
- SPM: Strategic Plan & Management
- SWOT: Strength, Weakness, Opportunities, and Threats

I. EXECUTIVE SUMMARY

Since its founding in 1997 E.C., the Addis Ababa Hotel Owners Association (AHA) has operated as a membership-based, autonomous, non-partisan, non-profit umbrella organisation in the private sector. It acts as a lobbying group for hotel owners in Addis Abeba, working to uphold and promote the interests of its members. It is dedicated to supporting its members by offering initiatives and services that uplift and strengthen the logging sector in the entire city.

Furthermore, it endeavors to promote the enhancement of service quality within the tourism and hotel industries. Additionally, it encourages investment in the tourism industry and enterprises, among other things, by working together with the government, business community, development partners, and other stakeholders to create a business-friendly climate and thriving hotel sector.

There are about 100 active members of the Addis Ababa Hotel Owners Association, making up just 50 % of all the hotels that are open in the city. These figures demonstrate the lack of attraction, retention, and optimization of membership, which has major implications for policy matters, resource mobilization, lobbying, and other important issues that the AHA needs to solve.

These problems, along with others, will be addressed and rectified over the course of the next five years with thorough planning and the effective execution of its strategic plan. By addressing problems more strategically, the association can increase its capability to speak for and represent the interests of its members and ensure its sustainability.

The General Assembly, which consists of AHA members who are hotel owners in the city of Addis Ababa, is the AHA's higher decision-making body. A board chosen by the General Assembly oversees it. The secretariat leads a management team that oversees the association's daily operations. At the moment AHA comprises three permanent employees and one temporary staff which puts the association in stress implementation situations to accomplish several tasks expected of it. AHA has decided to create a fresh five-year strategy plan for the following five years, which span 2024 to 2028 G. C. As a result, the development of this five-year strategy plan involved the participation of its board members, employees, donors, member organisations, private sector operators, and other significant stakeholders.

A focal person appointed by AHA's management was assigned to facilitate the strategic plan, and Afro Universal Consult & General Trading P.L.C. (AUCGT), an independent consulting business, provided technical assistance. The strategy plan's preparation involved a lot of participation. The drafting of this strategic plan summary was based on a thorough stakeholder, context, and strategy analysis report that was created after extensive consultation with pertinent stakeholders. The five-year strategic plan gives the association's leadership, management, employees, members, and other stakeholders a clear path forward and the strategic priorities it must pursue to realise AHA's vision, fulfil its mission, and satisfy its mandates in the upcoming five years.

The preparation of AHA's 2024-2028 strategic plan has been significantly strengthened by the invaluable financial and technical support extended by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Through their unwavering commitment, GIZ has played a pivotal role in empowering AHA to envision and articulate a robust roadmap for the forthcoming years. Their financial assistance has provided the necessary resources to conduct comprehensive research, engage stakeholders, and implement innovative strategies.

Existing AHA's Mission Statement

AHA is devoted to be a vital resource for our member hotels to protect their rights and interest. As the voice of our member hotels we advocate to build a favorable business climate and influence policies for their success.

Revised AH'S Mission Statement

“Provide quality support and advocacy to members and the industry by influencing actions toward the benefits of the industry through well-organized programs and activities that enhance high standards of service, ensure a world-class experience for visitors, and deliver high return on investment for owners,”

Existing AHA's Vision Statement

- To transform our Tourism through the development our Destinations and the Human Capital.
- To develop a sustainable tourism by managing our resources through proper planning, controlling and implementation.
- To position our city as a MICE hub through creative and unique approach Piggyback with a global player who already has that reach in a way that benefits both parties.

Revised AHA's Vision Statement

"To be the leading advocate and resource for Hotel Owners, fostering dynamic and sustainable hospitality"

Revised AHA's Core Values:

- **SOLIDARITY:** We stand united, leveraging our strengths and resources to navigate challenges and achieve shared success within the hospitality industry.
- **EXCELLENCE AND EFFICIENCY:** Through diligent practices and continuous improvement, we deliver unparalleled services, ensuring optimal experiences in whatever we do and sustained success for our members.
- **INNOVATION AND ORIGINALITY:** For the benefit of our members, we strive to be ahead of the industry and up-to-date in our services.
- **ACCESSIBILITY AND VISIBILITY:** To ensure that we always stand for our members, easily accessible and remain visible.
- **RESILENCE:** Remaining adaptable and resilient in the face of challenges, embracing change, and continually seeking opportunities for growth and development.
- **COMMUNITY ENGAGEMENT:** Actively participating in and contributing to the local community through social responsibility initiatives and sustainable practices.

Strategic Priorities:

- ▶ Scaling up of financial position and resource mobilization;
- ▶ Enhancing Membership Commitment and Service Delivery;
- ▶ Upgrade Implementation Capacity;
- ▶ Enhancing the Accessibility and Visibility of AHA;
- ▶ Improving Lobby and Advocacy Capacity of AHA;
- ▶ Build AHA's Research and Development Initiatives; and
- ▶ Build Monitoring and Evaluation (M & E) System.

AHA's Membership:

- Ethiopian Tourism Transformation Council;
- Ethiopian Tourism Board.

Contents

I.	EXECUTIVE SUMMARY	4
I.	INTRODUCTION & BACKGROUND.....	8
1.1	INTRODUCTION	8
1.2	BACKGROUND	8
II.	RATIONALITY OF THE STRATEGIC PLAN PREPARATION	9
III.	METHODOLOGY	11
IV.	STAKEHOLDER IDENTIFICATION AND ANALYSIS.....	12
V.	STRATEGIC ANALYSIS (SWOT ANALYSIS).....	17
5.1	ANALYSIS OF EXTERNAL ENVIRONMENT	17
5.1.1	Identification of Opportunities & Threats	17
I.	Existing Opportunities to AHA	17
II.	Existing Threats to AHA	18
5.2	ANALYSIS OF INTERNAL ENVIRONMENT	19
5.2.1	Identification of Strengths and Weaknesses of AHA.....	19
I.	Existing Strengths of AHA.....	19
II.	Existing Weaknesses of AHA	20
VI.	IDENTIFICATION OF STRATEGIC ISSUES &CATEGORIZATION.....	21
6.1	Identification of Strategic Issues	21
6.2	CATEGORIZATION OF STRATEGIC ISSUES.....	21
6.3	STRATEGIC DIRECTION OF AHA.....	24
6.3.1	AHA’s Vision, Mission, and Values	24
6.4	STRATEGIC PRIORITIES AND OBJECTIVES	25
6.4.1	STRATEGIC PRIORITIES.....	25
6.4.2	STRATEGIC OBJECTIVES.....	25
6.4.3	STRATEGIC INITIATIVES.....	26
I.	IMPLEMENTATION PLANS AND BUDGETING: IMPLEMENTATION PLANS	30
II.	INDICATIVE BUDGET AND FINANCING	34
VII.	MONITORING AND EVALUATION (M&E).....	37
7.1	Objectives in the context of Monitoring and Evaluation (M&E).....	37
7.2	Designing & Redesigning M & E of AHA.....	38
7.3	Key Performance Indicator (KPI).....	38

I. INTRODUCTION & BACKGROUND

1.1 INTRODUCTION

In a broader sense of arrangement, Addis Ababa Hotel Owners Association (AHA) as Business Membership Organization (BMO) with the proclamation No. 341/2003. This arrangement was taken into action during 2003 with a view to reorganizing Chambers of Commerce in line with the free market economic policy and the Government's Industrial Development Strategy (IDS) of the nation.

There are lots of responsibilities that must be done by AHA, for example, lobbying the interests of hotel owners, uphold and promote the interests of its members. It is dedicated to supporting its members by offering initiatives and services that uplift and strengthen the tourism and logging sector in the entire city. Besides these responsibilities, AHA encourages corporate social responsibilities and ethical businesses.

Ababa Hotel Owners Association (AHA) is an umbrella organization of the hotel business community in Addis Ababa which has been reorganized in line with the proclamation No. 341/2003 and was established on with the intention of fulfilling those responsibilities and duties stated above.

Despite all of its facilities' and resource mobilization constraints, AHA has made important progress toward strengthening the association by reorganizing to better serve its members. The AHA's secretariat has key responsibilities ,namely, membership recruitment, financial administration, office organization, event handling, updating members and stakeholders on important issues, and other tasks as needed. Nonetheless, the insufficient workforce significantly affects the organization's ability to fulfill its obligations and cover all activities.

AHA is currently trying to adopt new strategic plan for the year 2024-2028 in order to be fully functional and fulfill the interests of its members.

1.2 BACKGROUND

The Addis Ababa Hotel Owners Association (AHA) is a membership-based, autonomous, nonpartisan, non-profit umbrella organisation in the private sector that was founded in 1997 E.C. It represents and advances the interests of its members by serving as a lobbying organisation for Addis Ababa hotel owners. It is committed to helping its members by providing programs and services that improve and bolster the logging industry around the city.

Moreover, it aims to advance the improvement of service quality in the travel and hospitality sectors. In addition, it promotes investment in businesses and the tourism sector by engaging with the government, business community, development partners, and other relevant parties to establish a business-friendly environment and a flourishing hotel industry, among other things.

The usual approach will take the AHA nowhere, than missing the emerging opportunities and face difficulty in addressing new challenges to be experienced by its member and the business communities. It is therefore a high time for the AHA to take the initiative to develop a five year strategic plan in order to have a clear path to travel, a right direction to follow, and implement its strategy to discharge its responsibilities vested upon it to the best expectations of its members, the community, the government, and stakeholders.

In the contexts in Ethiopia, Business Membership Organizations are established and governed by public law, namely proclamation no. 341/2003, to achieve the following objectives:

1. To provide different services to the business community
2. To safeguard the overall rights and benefits of their members
3. To promote and publicize products and services of the country
4. To serve as a bridge between the business community and the government

Basically, AHA's existence depends up on achieving the overall objectives and that is why the association comes to existence. In its present form and shape, AHA cannot satisfy the needs and interests of its members as desired. It has a very uncertain where financial capability is so limited, membership recruitment and retention is low, accessibility and visibility is diminished promotion, and other things that are expected of it are not satisfactory enough. It seems essential to have its own strategy plan document in order to pursue its existence and survive this demanding and dynamic environment of hotel industry members' requirements.

II. RATIONALITY OF THE STRATEGIC PLAN PREPARATION

The Addis Ababa Hotel Owners Association (AHA) needs to address in its strategic plan the need for more reflective and long-term thinking linked to the association's success through the creation of more alternative futures. Through key operations of lobbying, tourism and investment promotion, and capacity-building efforts, Addis Ababa city must develop a hotel and tourism business climate that is sufficiently vibrant. The goal and vision of AHA must be convincing enough to demonstrate its future and draw the line of sight toward significant destinations.

There is a good possibility that short-term viewpoints will take precedence over the association's strategic long-term aims if the long-term perspectives are not adequately handled. The process of strategic thinking, which takes into account both historical and future viewpoints in the context of the

AHA, is used to prepare SPM. If not, it will be a burden and unable to adapt to the many different aspects of the changing corporate environment.

AHA has made efforts to address the strategic issues since its establishment, but the results and effects of those efforts fell far short of the expectations of its members, the business community, and stakeholders in terms of member recruitment and retention, service delivery, advocacy, representation, trust-building, and effective communication.

AHA needs to take on issues more professionally if it is to seize opportunities that are open to hotel owners in general and its members in particular. This is a result of members' demands for AHA's assistance and direction, which are necessary for conducting business. Only a well-crafted strategic plan, sufficiently comprehensive to fulfill its obligations in fulfilling the expectations of its members, the broader tourist and hotel industry, and other stakeholders, can make such support and guidance feasible. Therefore, it is now crucial to develop a new strategic plan for the next five years, starting in 2024 and ending in 2028.

The following are summary of major reasons to undertake the SPM of AHA in the coming five years. These are to:

- assist AHA in achieving its vision, mission, and goals so that it can be recognized by its member hotels and the business community through all of its endeavors and activities.
- allow the association to set attainable goals and objectives within a specified timeframe, and support the creation of an action plan to reach these targets;
- determine the intended audiences and prior areas of emphasis, together with potential strategic avenues to enhance representation;
- determine prospective revenue streams and enhance the plan for financial sustainability; devise efficient methods for collecting membership fees, provide assistance in finding new sponsors and sources of money;
- examine the method for identifying new ways to collaborate and implement interventions to attain best practices and realize project and organizational goals;
- list the initiatives to be implemented for enhancing organizational systems, structures, human resources, and policy procedures, as well as AHA's management and leadership, including membership recruitment and retention, and Board governance.
- assist in identifying stakeholders and their expectations and reactions that may have an impact on the AHA's system.
- help AHA to set priorities and match resources to opportunities that are available in the Chamber and around its environment;
- craft an executable and realistic action plan for the implementation of the Strategic Plan in the given time framework;
- provide it with important tools and instrument in representing and protecting the private sector it stands for; and
- create fertile ground and enhance commitment of the BoD, Management, and other staff to achieve the association' goals.

III.METHODOLOGY

After extensive discussions with important stakeholders including the Board of Directors, Management, various levels of staff, key informants, and focus group discussions, AHA's strategic plan for the years 2024 to 2028 has been drafted. The consulting team conducted multiple internal evaluations concerning previous activities, work progress, financial capacity, internal office facilities, status of project management execution, human resource management, promotion activities, and more internal factors. A number of documents were also examined, including Federal and Regional policies, Proclamation Regulation No. 341/2003, general assembly report, and financial and audit reports. The group undertook multiple efforts to examine industrial contexts, stakeholder impact, commercial opportunities and difficulties, and technology matters.

The required data for the context and strategy analysis were gathered by reviewing primary and secondary data sources. Numerous sources, including AHA data, current and prospective members, governmental organizations, and other pertinent organizations, were consulted for secondary data and documents. Legal, policy, and strategy documents from the federal and local governments, pertinent industry publications and reports, and other documents pertaining to the hotel and tourism industry were among the materials gathered and examined.

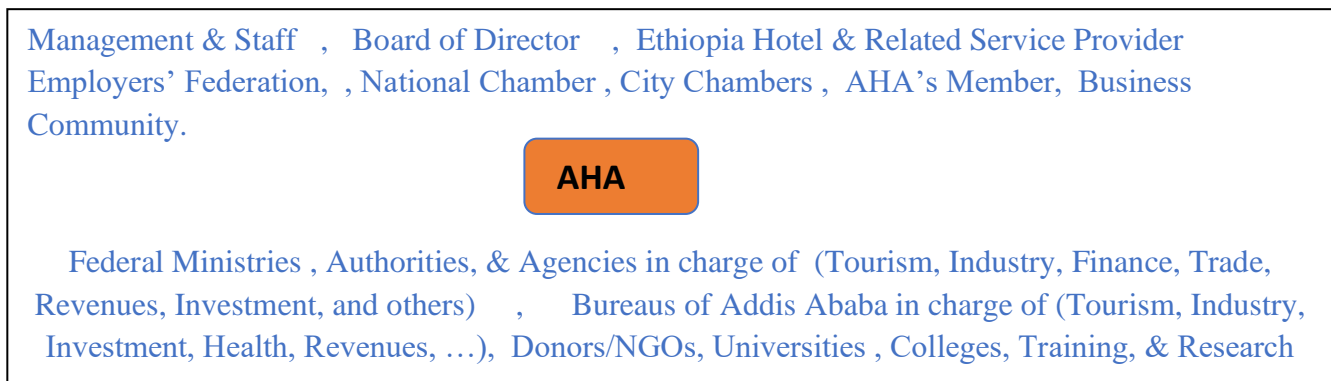
The AHA staff was given the opportunity to provide input on the strategy's development. Several strategic tools and procedures were used to analyze the gathered data. Key AHA stakeholders were identified, along with their expectations and ability to influence decision-making, through the application of stakeholder mapping and analysis. To define the current state of the business environment, data regarding the external environment was gathered and analyzed using the PESTEL framework (political, economic, social, technical, legal, and environmental).

AHA's internal environment was examined in relation to its resources and capabilities by looking at its records, keeping an eye on its operations, and gathering first-hand information from staff, management, and board members. In addition to summarizing the AHA's present situation, an internal environment analysis was conducted to pinpoint its strategic advantages and disadvantages. Finally, the main findings of the study of the internal and external environments were compiled using the SWOT (strengths, weaknesses, opportunities, and threats) matrix.

After the aforementioned efforts, it is anticipated that the document will be revised and approved by the Board of Directors, becoming a functioning document that will direct the association's operations for the coming five years. The comprehensive strategy, which is outlined below, will be implemented by association in the creation of its annual action plan and serve as execution guidelines.

IV. STAKEHOLDER IDENTIFICATION AND ANALYSIS

The process of preparing AHA's strategic plan involves identifying key stakeholders and collaborators in order to systematically match the organization's mission and strategic priorities with their requirements and interests. The ability to fully foresee the breadth of potential risks and repercussions on the company is limited when significant stakeholders and collaborators are improperly identified. As a result, efforts are made to identify the collaborators and stakeholders of AHA, as shown in the diagram below.



The AHA's board of directors, management, staff, and employees, the Ethiopia Hotel & Related Service Provider Employers’ Federation, the Minister of Culture and Tourism, the National Chamber, the Addis Ababa Chamber of Commerce, and the Sectoral Association (AACCSA) are the main stakeholders. NGOs, Federal Ministries, Universities & Colleges, Bureaus of Regional Government, Sectoral Associations, and others are some of the stakeholders. Every person working at AHA makes a collective effort and commitment that will help the association succeed. Similar partners or stakeholders have an impact on AHA, albeit the exact amount of influence varies amongst them. The main players are briefly discussed here, along with what they expect. We examine each stakeholder's expectations and potential responses in the following manner:

Board of Directors: The Board of Directors of the Addis Ababa Hotels Owners Association (AHA) envisions the organization as a leader in providing high-quality services that satisfy the needs of current members while also attracting and keeping new members. They anticipate that via a strong work culture, active management, and staff engagement, modernized working systems, standardization of work, and improved financial situation, the AHA will be able to fulfill its mission and realize its ambitious goal.

Management: The board's expectations are as follows: a calm workplace, reasonable pay and benefits, flexibility within the board's purview, prompt board decisions on recommendations, training, and incentives. Should these expectations not be fulfilled, management will become less confident, irritated,

and less driven to work, potentially leading to their departure from the AHA. The Board of Directors must take a number of actions, including clearly defining the management's authority and responsibilities, establishing the association's rules and regulations, offering the management benefits, allowances, and market-driven salaries, as well as providing exposure visits and skill-upgrading trainings.

Staff: Workers at AHA anticipate competitive pay and benefits packages, a clean, safe workplace, and easy access to their work areas. Another requirement of employees is an active participatory management style, which necessitates their participation in significant association decision-making. This kind of engagement could be demonstrated by the management's attempt to solicit and welcome insightful feedback from the staff when making important choices.

City Chambers: Addis Ababa Chamber of Commerce & Sectoral (AACCSA) Association is an important stakeholder in playing key roles to fulfill obligations of AHA as they have proximate and direct access to business communities and other stakeholders in the city. Hence frequent and clear communication between the Chamber and AHA must be strongly kept to ensure works are progressing.

National Chambers: Both the National Chamber and AHA engage in advocacy efforts to represent the interests of their respective members. It typically represents a broad range of businesses in the local community, including hotels, while the AHA focuses specifically on the interests of hotels and lodging establishments. They can work together on issues such as tourism promotion, regulatory concerns, infrastructure development, and economic growth initiatives.

Business Community: The effectiveness and efficiency of AHA is measured by how its members and business community is satisfied through services delivered at different levels in the Region. The business community interest must be protected, trade and investment shall be encouraged, advocacy, provision of market information, networking, and other activities will be assisting the business community and raising expectations from time to time.

Government Agencies: The government plays important roles in creating conducive business environment through policy formulation, setting rules and regulations, funding infrastructure projects, stabilizing political unrest and enhancing securities of citizens and business. Especially, huge infrastructure projects are planned by Government agencies to which the lion share of budgets are earmarked for their execution. The key Government stakeholders include, Ministry of Culture and Tourism, The Ministry of Revenues and Customs Authority, AA Bureau of Culture & Tourism, Bureau of Trade & Market, Investment Commission, Police Commission, Addis Ababa City Administration & Municipality, and others.

Communities/ Public: The community have some form of expectation from businesses that are operating in the region, for example, businesses are expected to play key roles in running their business in ethical manner. Businesses must be run professionally, environmentally friendly, and socially responsible so that the relationship between the community and the business will be done with win -win approach. Hence the chamber is expected to work very closely with the business and the community so that businesses are done in socially and ethically accepted ways.

Donors & Development partners: Donors and development partners play crucial roles in providing financial assistance, technical expertise, and resources to support development initiatives in various countries and regions around the world. For example, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), World Bank, African Development Bank, Sida, and other NGOs are strategic partners that can work with AHA in areas of capacity building and other development initiatives. Especially, GIZ is behind this strategic plan preparation that is prepared to guide the association in the next five years. It has stake in these key activities with more potential to work with it during implementation phases of the study results.

Universities and Research Institutions: Academic institutions have the potential to function as both stakeholders and collaborators with the AHA. This can be achieved through research partnerships pertaining to tourism and hospitality management, workforce development initiatives that generate workforce and career development based on industry needs and standards, and policy advocacy and consultation services that provide experts' guidance and consultation on advocacy matters impacting the hospitality sector, including taxes, regulations, infrastructure development, and sustainability projects.

Ethiopia Hotel & Related Service Provider Employers' Federation: Within the nation's hospitality sector, the Ethiopia Hotel & Related Service Provider Employers' Federation (EHRSPFA) provides an essential forum for collaboration, lobbying, representation, and capacity building. The federation supports Ethiopia's tourism and hospitality industry's competitiveness and sustainable growth by bringing its members together and interacting with a range of stakeholders. By working together, AHA and EHRSPFA minimizes the amount of work that is duplicated in areas such as research, capacity building, advocacy, and other initiatives.

The following table summarizes some of the potential stakeholders, their expectations and possible reactions if expectations are not met.

Table 1: Stakeholders, Their Expectations and Possible Reactions

SN	Stakeholders	Stakeholder's expectations	Possible Reactions if Expectations are not met.
1	Board of Directors (BOD)	The BoD always interested to see the AHA achieving its vision and meet expectations of its members.	<ul style="list-style-type: none"> Members will be dissatisfied and potentially leave chambers. Lose confidence on the management
2	Member and business communities	Satisfaction with its lobbying efforts, business problem solutions, and member interest protection.	<ul style="list-style-type: none"> The AHA will lose credibility in the hotel business community, It will be harder to attract and retain members. The validity of AHA may be contested.
3	Staff/ employees	<ul style="list-style-type: none"> Acknowledgement of successes and rewards. Good operational state (office, TTI, temperature, lighting, phones, furniture, and equipment, etc.) environment, financial, logistical, and human 	<ul style="list-style-type: none"> A decline in employee motivation and engagement. A decline in productivity and efficacy at work. It's possible that employee retention will decline. AHA will struggle to draw in new,

SN	Stakeholders	Stakeholder's expectations	Possible Reactions if Expectations are not met.
		<p>resource management</p> <ul style="list-style-type: none"> • Respect for their rights, a competitive pay and benefits package, a positive perception of the organization, a suitable organizational structure, and a clear career development path are all expected 	<p>motivated employees.</p> <ul style="list-style-type: none"> • Recruiting and retaining members will provide challenges.
4	Chambers of Commerce and Sectoral Association	<ul style="list-style-type: none"> • Chambers of Commerce can play a role in promoting tourism and economic development in their cities or regions. • Business networking, collaboration in promoting and attracting tourists will be expected. • Advocacy and policy influence can be area of cooperation to raise the voice of AHA's members. 	<ul style="list-style-type: none"> • Continue to rely solely on self without some common vision and strategic directions. • Difficulty to align AHA's vision with Chambers' strategic initiatives. • Loss of synergy in those matters requiring joint efforts to influence policies and advocacy issues of hotel and tourism sector. • Lack confidence in AHA and lower degree of partnership. • Poor communication in sharing information.
6	The business community	Satisfaction from its service, securing members interest and advocacy work and addressing of business problems.	<ul style="list-style-type: none"> • The business community will feel less confident and not trust the Chamber in representing and defending their matters. • Membership recruitment and retentions will be facing difficulty. • Revenues and resource mobilization efforts will be challenged very easily.
7	The government Agencies: Ministry of Tourism, Ministry of Ministry of Labour and Skills Development, Investment Agency, Ministry of Industry, AA City's Bureau in charge of (Tourism, Trade, Industry, health, and others)...	<ul style="list-style-type: none"> • Promotion of trade, tourism industry and investment sector that contribute the development of the country • Serve as a bridge between the city's hotels business community and the government, providing logical and strong advocacy of the interests of the sector. • Encourages the protection of consumers, just transaction practices, and long-term advantages for consumers. • Promote investment in the hotel, tourism, & hospitality sector by the AHA. 	<ul style="list-style-type: none"> • Give less attention to engage AHA in matters that affect the tourism & hotel business community. • Weak partnership of Governmental agencies with chamber. • Increased challenges both for the Regional and city chambers to go along with the same direction. • Less focus if AHA fails to work on encouraging businesses toward professionalism in area of hotel , tourism, & hospitality and unable to support in extending privileges,...

SN	Stakeholders	Stakeholder's expectations	Possible Reactions if Expectations are not met.
8	The community and public	<ul style="list-style-type: none"> The community and general public in the city depend on enterprises conducting their operations in a morally, environmentally, and socially responsible manner. They desire to witness companies fulfilling their Corporate Social Responsibilities (CSR) 	<ul style="list-style-type: none"> Businesses are seen as unethical activity in the eyes of the public and challenge their efforts toward growth and prosperity. Less support for investment and trade.
9	Donors & Development partners	<ul style="list-style-type: none"> Want to see successfully and sustainably operating private sector in dynamic and complex business environment. Expect the chamber defending the rights of the business community through efficient and effective advocacy. 	<ul style="list-style-type: none"> Loss of appetite to engage and partner themselves with AHA. Potential supports to assist and enhance the hotel sector development will be easily challenged. Opens door for negative recommendations to others donors.
	Universities, Colleges, Training, and Research Institutes	<ul style="list-style-type: none"> Research partnerships related to tourism and hospitality management. Workforce development initiatives aligned with industry needs. Policy advocacy and consultation services on hospitality sector matters. 	<ul style="list-style-type: none"> Lack of innovative solutions for industry challenges. Skill gap in the workforce leading to inefficiencies. Limited expert guidance on advocacy matters impacting the hospitality sector, affecting policy decisions and industry growth.

Note:

Additional stakeholders can be included in order to secure more values for the implementation of the strategic plan. For example, an Advisory Board is crucial for the Addis Ababa Hotels Owners Association (AHA) as it serves as a strategic partner, providing invaluable expertise and diverse perspectives to steer the association's initiatives. This partnership helps in identifying industry trends, addressing operational challenges, and enhancing the competitiveness of member hotels. By offering strategic guidance and fostering collaboration, the advisory board ensures that AHA can effectively advocate for the interests of hotel owners, promote sustainable tourism, and contribute to the overall growth and development of the hospitality sector in Addis Ababa

V. STRATEGIC ANALYSIS (SWOT ANALYSIS)

To ascertain AHA's strategic position for the next five years, a concise summary of the opportunities, threats, weaknesses, strengths, and challenges arising from an examination of the internal and external environment was completed. Because there are so many unknowns around the association, this exercise involved scanning AHA's internal and exterior environments. A sound strategic plan must address the issue of AHA's current and future locations. After these issues are resolved on both sides, the association needs a way to carry out its strategic priorities, objectives, and related actions based on a well-organized action plan to advance toward the intended AHA vision for 2028.

5.1 ANALYSIS OF EXTERNAL ENVIRONMENT

To meet its responsibilities to its stakeholders, AHA cannot exist in a vacuum from the outside world. The corporate environment is always changing; some changes may have positive effects, while others might have unfavorable ones. PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis was used to examine both opportunities and risks in order to recognize and evaluate those changes and trends in the overall environment. In the next five years of the strategic phase, there are dangers that the association needs to address and opportunities that it could take advantage of. These are our summaries as of right now. To meet its responsibilities to its stakeholders, AHA cannot exist in a vacuum from the outside world. The corporate environment is always changing; some changes may have positive effects, while others might have unfavorable ones. PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis was used to examine both opportunities and risks in order to recognize and evaluate those changes and trends in the overall environment. In the next five years of the strategic phase, there are dangers that the association needs to address and opportunities that it could take advantage of. These are our summaries as of right now.

5.1.1 Identification of Opportunities & Threats

I. Existing Opportunities to AHA

- a) **Tourism as one of an Economic Pillar:** One of the main pillars of the Ethiopian government's economic concerns is tourism since it has the ability to greatly contribute to economic growth, the creation of jobs, and foreign exchange revenues. The Addis Ababa Hotel Owners Association has the chance to take the lead as an organization in utilizing tourism's potential to boost Ethiopia's economy and benefit both its members and the larger community.
- b) **Legal Representation:** AHA is the recognized legal representative of the Addis Ababa hotel owners and operators as a business community. This is a significant acknowledgment that will enable the organisation to fulfill its mandate to organise the business community and carry out the proclamation's essential tasks.

- c) **Presence of Huge Business Community:** The presence of huge number of business community operating in the city means high potential for membership recruitment, members retention, revenue mobilization, great image, and significant voice for advocacy.
- d) **Grand Events and Conferences:** Indeed, Addis Ababa's role as the home of the African Union (AU), embassies, and non-governmental organisations (NGOs) positively influences the hotel business. In this sense, large hotels can accommodate corporate gatherings, conferences, and seminars; therefore, AHA must take on important responsibilities in terms of coordinating logistics, organising resources, and serving as a central point of contact for discussions with the city administration and other governmental organisations in order to host such important gatherings. By leveraging these advantages, AHA can play key roles to professionally assist hotels to enhance their competitiveness and contribute to the city's growth as a premier destination for diplomatic and business activities in Africa.
- e) **Demand for high class services:** The growing middle class and march towards the middle income status present many opportunities which AHA members can take advantage of. The demand for high class services and expenditure on tourism is anticipated to rise. The number of local visitors are anticipated to grow as more disposable income available.
- f) **Presence of tourist attraction centers and destinations:** Ethiopia is known for its rich cultural heritage, stunning landscapes, and historical sites. As the capital city, Addis Ababa serves as the primary entry point for most tourists visiting Ethiopia. Attractions in Addis Ababa include the National Museum, Unity Park, Entoto Park, Ethiopian National Library and Achieve, Holy Trinity Cathedral, and others and the presence of tourist attraction in the Regions presents significant opportunities for the Hotel Association to capitalize on the growing tourism industry and contribute to the country's economic development.
- g) **Technology:** Technology presents numerous opportunities for members of AHA to enhance their operations, improve guest experiences, and stay competitive in the hospitality industry. Technologies such as online booking platforms, mobile applications, enhanced communication channels, and revenue management systems are among technologies applied by hotel owners. Hence, by leveraging technology effectively, hotel associations can unlock numerous opportunities to enhance guest experiences, streamline operations, and drive business growth in an increasingly competitive hospitality industry.

II.Existing Threats to AHA

Strategic threats facing the Addis Ababa Hotel Owners Association (AHA) can have a significant impact on its operations, competitiveness, and long-term sustainability. Here are some potential strategic threats:

- a) **Economic slowdown and Political Uncertainty:** Addis Ababa, like any major city, is vulnerable to economic downturns, political instability, and security concerns. These factors can negatively affect tourism demand, business travel, and investment in the hospitality sector, leading to decreased occupancy rates and revenue for hotels.
- b) **Regulatory Challenges and Compliance Costs:** Changes in government regulations, taxation policies, and licensing requirements can pose challenges for hotels, especially smaller establishments with limited resources to adapt to regulatory changes.

- c) **Infrastructure and Utilities Reliability:** Hotel operations heavily rely on dependable utilities and infrastructure, including internet connectivity, water supply, and energy. Reputation, operational effectiveness, and visitor pleasure can all be negatively impacted by poor infrastructure, frequent power outages, and service interruptions.
- d) **Security and Safety Concerns:** Ensuring the safety and security of guests and staff is paramount for hotels. Security threats such as crime and unrest in some parts of the country can deter international travelers from visiting Addis Ababa as their transit route and staying in hotels, leading to decreased occupancy rates and revenue losses.
- e) **Labor Shortages and Skills Gap:** In order to provide visitors with excellent customer service, the hospitality sector significantly depends on competent and skilled workers. The skills gap, labor shortages, and employee turnover can make it difficult for hotels to find, develop, and keep competent staff members, which can have an effect on operational effectiveness and service quality.
- f) **Poor access to finance:** Access to finance is not easy for the hotel business and remain one of the key obstacles. The requirements and preconditions set by banks cannot be easily met. Many hotel owners are struggle to access financing for renovations, expansions, or new constructions. Absence of finance hinders their growth and competitiveness within the industry. There are also complaints by members in the way banks treats their customers who secured loans but add interests without proper consultation and planning.
- g) **Fragmentation & Disunity:** Without sound reasoning, there is a strong inclination to form many Alternative Service Providers (ASP) or associations, which can lead to redundant works and duplication of efforts. Lack of such unity on industry initiatives within one sector makes it more difficult for AHA to adequately represent the interests of its members. It opens doors for AHA and ASP to loosen their cooperation and try to achieve similar tasks in disorganized ways and waste of resources.

5.2 ANALYSIS OF INTERNAL ENVIRONMENT

Major issues pertaining to AHA's services, leadership and management, work procedures, board of directors, management and staff, office facilities and infrastructure, equipment and technology, and other internal affairs that can improve AHA's performance and lower its competitiveness to fulfill the organization's purpose are covered by the internal/organizational/environmental assessment. These fall within the categories of AHA's advantages and disadvantages. We have included both of these internal issues in the SWOT analysis, taking into account the association's current situation.

5.2.1 Identification of Strengths and Weaknesses of AHA

I. Existing Strengths of AHA

Following evaluation of AHA's resources and capabilities, the following strengths are noted. Throughout the strategic phase, they must be utilized to the greatest extent feasible since they support and facilitate the association's successful operation.

- a) **Board of Directors:** AHA have BoD who have strong courage for the improvement of the association. Most board members are devoted themselves to see changes in the association and paid lots of commitments. Through careful consultation, they constantly provide the secretariat with direction and guidance.
- b) **Management and Staff:** Despite AHA having a comparatively small number of management and staff members, their tremendous dedication and commitment deserve to be acknowledged. The management and employees are overworked and overburdened with tasks in comparison to the size

and quantity of hotel owners (both members and non-members). They constantly give it their all in order to fulfill their obligations. To see greater outcomes in the future, it is hoped that more employees will be needed to cover specific positions.

- c) **Event Handling:** AHA has strong knowledge of local event landscape in Addis Ababa, including popular venues, event organizers, and suppliers . This local expertise allows the association to offer valuable insights and recommendations to their member hotels regarding event planning, logistics, and partnerships, enhancing the overall quality of event handling services.
- d) **Communicating critical information:** Despite resource constraints, AHA has been doing several jobs in communicating critical information and guidelines to its member hotels regarding the evolving situation (for example Covid pandemic) , government regulations, business opportunities, health advisories, and safety protocols. Clear and timely communication helped member hotels stay informed and prepared to respond effectively to the opportunities and crisis.

II. Existing Weaknesses of AHA

There are gaps and limitations that hinder AHA's performances due to resource and capability gaps. These strategic weaknesses were identified and needs to be addressed.

- a) **Weak financial position:** Due to its limited revenue streams and the fact that they are not sufficiently sustainable to be relied upon, AHA's financial situation is severe. The weak financial position of the association can severely hamper its ability to serve its members' interests, advocate effectively on their behalf, and adapt to a rapidly evolving industry landscape. A weak financial position can leave the association vulnerable to external pressures, such as economic downturns, changes in government regulations, or disruptions in the hospitality industry. Without sufficient reserves or financial stability, the association has been struggling to weather these challenges and maintain its relevance and effectiveness.
- b) **Lack of Visibility and accessibility:** Without visibility, the association is struggling to build partnerships with other organizations, such as tourism institutions, trade associations, universities, and training institutions. Without proper visibility and accessibility, any partnership cannot advance the interests of the hospitality industry and foster collaboration across different sectors in sustainable manner. The absence of visibility and accessibility of a hotel association can have also significant repercussions for the industry, including limited representation, missed networking opportunities, and decreased credibility.
- c) **Reduced Resource Pooling:** Collaborative efforts within a unified association often allow members to pool resources for initiatives such as employing competent staff, organizing training programs, research activities, and technology investments. Without such collaboration, hotels may face higher costs or miss out on opportunities for shared learning and development.
- d) **Low membership commitment:** A recent response from the AHA indicates that there are an lower commitment of hotel holders or members in the city overall. AHA has only been able to bring in few members thus far who are committed and fully engaged in these issues that deserve members commitment and engagement. Furthermore, the number of active members falls far short of projections. This demonstrates the multitude of duties AHA must perform in order to attract and retain members.

- e) **Limited capability of advocacy:** The business owners of hotel businesses have many concerns about customs processing, tax management, and other issues. The AHA has had very little success in influencing public agency choices through policy dialogue and in-depth discussion. The business community now has less faith in the association as a result of such AHA's limited capabilities of advocacy.
- f) **Lack of working manuals and directives:** Working manuals and guidelines that are systematically designed are not used for the majority of AHA activities. Procurement, financial management, membership recruitment, human resource management, and property administration are a few areas where guidelines are lacking. This issue made it easier for resources to be mismanaged and for operations to be managed inconsistently.

VI. IDENTIFICATION OF STRATEGIC ISSUES & CATEGORIZATION

6.1 Identification of Strategic Issues

Strategic issues are those that require consideration during the planning process. If left untreated, they have an adverse effect on the AHA's capacity for survival. The study delineates the subsequent strategic challenges subsequent to an examination of the organization's internal structure and external environment via SWOT analysis. Additionally, the upcoming five-year strategy plan of AHA will address those strategic issues that impede successful performance.

These are:

- Resource mobilization and financial situation;
- Membership commitment and service delivery;
- Institutional capabilities;
- Accessibility and visibility;
- Lobby and advocacy;
- Research and Development; and
- Monitoring and Evaluating

6.2 CATEGORIZATION OF STRATEGIC ISSUES

In order for AHA to create precise strategies, formulate appropriate plans, and carry out its objectives, it is imperative that it comprehends and articulates strategic issues. It can also assess its progress, react proactively to changes, and take appropriate remedial action when needed. The outcome of both internal and external analysis, which raised several points that were methodically grouped under main themes, are those strategic issues that are categorized and summarized in those tables that follow.

I. Weak financial position and resource mobilization/ wealth creation/

- *Limited Membership Reach and Participation*: AHA faces challenges in achieving widespread membership coverage and engagement, resulting in low density within its membership base.
 - *Member Fee Resistance*: Some members exhibit reluctance or resistance towards contributing fees, posing a challenge to AHA's financial sustainability and operational capacity.
 - *Inadequate Quantity and Quality of Events*: There is a shortage of trade fairs, bazaars, and exhibitions organized by AHA, further compounded by low level administration and management quality of such events.
 - *Under promotion of AHA Services*: AHA struggles with insufficient promotional efforts to raise awareness about its services and benefits among its target audience, limiting its reach and impact.
 - *Limited Engagement with Donor Agencies*: AHA has not fully tapped into opportunities for collaboration and support from donor agencies, which could provide valuable resources and assistance in advancing its initiatives and programs.
-

II. Inadequate membership size and challenges in retaining members

- *Ineffective Recruitment and Retention Methods*: AHA faces challenges in developing robust strategies for recruiting new members and retaining existing ones due to limited capacity in this area.
 - *Limited Understanding of Association's Roles*: There is a lack of awareness among stakeholders regarding the roles and functions of the association, hindering its ability to effectively serve its members and the broader community.
 - *Doubts in Service Delivery*: Some members express doubts or lack confidence in the association's ability to deliver quality services, impacting their engagement and support.
 - *Inadequate Member Database Management*: AHA struggles with maintaining an accurate and comprehensive database of member profiles, leading to challenges in effectively communicating with and understanding the needs of its members.
 - *Limited Active Membership*: AHA experiences a shortage of committed members actively involved in its activities and initiatives, affecting its overall effectiveness and impact.
 - *Minimal Engagement with Key Stakeholders*: There is limited interaction and collaboration with important stakeholders, such as government agencies, industry partners, and community organizations, hindering the association's ability to advocate for its members' interests and address key issues affecting the sector.
-

III. Weak Implementation Capacity

- *Ineffective Management Structure within AHA*: AHA struggles with inefficiencies in its management system, hindering its ability to efficiently coordinate and oversee operations.
- *Limited Staffing Across Multiple Responsibilities*: AHA operates with a shortage of staff members responsible for various duties and tasks, potentially leading to overwhelmed employees and incomplete tasks.
- *Lack of Targeted Training to Address Skill Gaps*: AHA lacks tailored training programs designed to bridge skill gaps among its workforce, impeding professional development and overall performance.
- *Underutilization of Technology for Service Enhancement*: AHA does not fully leverage technology to improve its services, missing opportunities for efficiency improvements and enhanced member experiences.
- *Inadequate Platforms for Knowledge Sharing and Capacity Building*: AHA lacks effective mechanisms for sharing experiences and expertise among staff members, limiting opportunities for mutual learning and skill development.

IV. Low Accessibility & Visibility of AHA

- Limited Engagement: Individuals who wish to engage with the association, whether as members, volunteers, or beneficiaries of its services, may be discouraged from doing so if they cannot easily access the physical location. This could result in a smaller and less diverse membership base.
- Decreased Participation: Events and meetings held at the association's office may see lower attendance rates if attendees face barriers to access. This could diminish the effectiveness of the association's programs and initiatives.
- Reduced Visibility: The association's visibility and presence within the community has been diminished as it is not easily accessible. This could affect its ability to attract new members, donors, or sponsors.
- Impact on Services: If the association provides direct services or support at its office location, such as counseling, consultations, or resource distribution, individuals in need may be unable to access these services, leading to unmet needs within the community.

V. Lobby and advocacy for enabling environment for the hotel industry

- Absence of Advocacy Strategy: The association lacks an advocacy strategy, it operates without a clear roadmap for influencing policy decisions or advancing its interests effectively. Without defined goals, target audiences, and coordinated tactics, advocacy efforts may be disjointed, inefficient, and less impactful.
- The absence of structured dialogues: The absence of structured dialogues with government stakeholders hampers effective communication and collaboration between AHA and policymakers. Without well-structured mechanisms, mutual understanding, information exchange, and constructive engagement on key issues are compromised.
- Absence of Research & Development (R&D): The absence of R & D initiatives deprives the association of critical insights and evidence needed to inform its advocacy efforts. Investing in research and development enhances the organization's capacity to gather relevant information, generate actionable insights, and craft evidence-based advocacy strategies that resonate with decision-makers and stakeholders.
- The absence of research and development (R&D) : Lack of this initiatives deprives the association of crucial insights essential for informing its advocacy efforts. Investing in R&D enhances the organization's ability to gather pertinent information, generate actionable insights, and devise evidence-based advocacy strategies that resonate with decision-makers and stakeholders.
- Poor Partnership for Lobbying: Lobbying efforts suffer from ineffectiveness as the association lacks strong partnerships with other stakeholders, including industry peers, civil society groups, or advocacy coalitions. Poor collaboration limits the AHA's ability to leverage collective resources, broaden its reach, and build consensus around shared advocacy goals.

VI. Absence of Research and Development Initiatives

No dedicated Research and Development (R&D) unit within the association.

Lack of collaborate with academic institutions, research organizations, and industry experts to conduct comprehensive studies within the hotel industry.

No regular seminars, workshops, and conferences facilitated for knowledge-sharing and exchange of ideas among member hotels, encouraging innovation and continuous improvement.

There is no systematized ways to monitor industry developments, regulatory changes, and global trends affecting the hospitality sector that can help to proactively adapt strategies ahead of the curve.

There is no established platform for sharing R&D findings, insights, and best practices among member hotels, facilitating cross-learning and collaboration to drive collective progress and innovation within the Addis Ababa hospitality sector.

VII. Weak Monitoring and Evaluation (M & E) System in AHA

- Missing Big Picture Perspective: The association lacks a comprehensive understanding of its overarching goals and the broader industry landscape. Without a clear vision, it may struggle to anticipate future trends and adapt accordingly.
- Overemphasis on Routine Activities: There's a tendency to focus excessively on day-to-day operations rather than long-term strategic planning. This narrow focus has prevented the association from identifying and seizing new opportunities for growth and improvement.
- Lack of Proper Planning and Supervision: Insufficient planning and oversight mechanisms hamper the association's ability to set and achieve meaningful objectives. Without effective supervision, it's challenging to ensure that activities align with strategic priorities and deliver desired outcomes.
- Absence of Check and Balance Mechanisms: The AHA lacks robust mechanisms for monitoring performance and implementing corrective actions. Without checks and balances in place, it's difficult to identify and address areas of underperformance or deviation from established goals.
- Difficulty in Aligning Strategic and Operational Matters: There's a disconnect between high-level strategic initiatives and day-to-day operational activities. This misalignment makes it challenging to translate overarching goals into actionable plans and may result in inefficiencies or missed opportunities.

6.3 STRATEGIC DIRECTION OF AHA

6.3.1 AHA's Vision, Mission, and Values

Over the next five years (2024-2028), AHA has the following Vision, Mission, and Values.

AH'S Mission Statement:

“Provide quality support and advocacy to members and the industry by influencing actions toward the benefits of the industry through well-organized programs and activities that enhance high standards of service, ensure a world-class experience for visitors, and deliver high return on investment for owners,”

AHA's Vision Statement:

"To be the leading advocate and resource for Hotel Owners, fostering dynamic and sustainable hospitality"

AHA's Values:

The conduct of internal operations and interactions among members and external stakeholders shall be governed by the following core values.

- **SOLIDARITY:** We stand united, leveraging our strengths and resources to navigate challenges and achieve shared success within the hospitality industry.
- **EXCELLENCE AND EFFICIENCY:** Through diligent practices and continuous improvement, we deliver unparalleled services, ensuring optimal experiences in whatever we do and sustained success for our members.
- **INNOVATION AND ORIGINALITY:** For the benefit of our members, we strive to be ahead of the industry and up-to-date in our services.
- **ACCESSIBILITY AND VISIBILITY:** To ensure that we always stand for our members, easily accessible and remain visible.

- **RESILIENCE:** Remaining adaptable and resilient in the face of challenges, embracing change, and continually seeking opportunities for growth and development.
- **COMMUNITY ENGAGEMENT:** Actively participating in and contributing to the local community through social responsibility initiatives and sustainable practices.

6.4 STRATEGIC PRIORITIES AND OBJECTIVES

Based on the identified and categorized issues within the Addis Ababa Hotels Association (AHA), the subsequent strategic priorities and objectives can be formulated to effectively address the most critical challenges requiring urgent attention in the association's strategic plan

6.4.1 STRATEGIC PRIORITIES

In the analysis of the strategic planning preparation seven strategic priorities are identified.

These are:

- 1) Scaling up of financial position and resource mobilization;
- 2) Enhancing Membership Commitment and Service Delivery;
- 3) Upgrade Implementation Capacity;
- 4) Enhancing the Accessibility and Visibility of AHA;
- 5) Improving Lobby and Advocacy Capacity of AHA;
- 6) Build AHA’s Research and Development Initiatives; and
- 7) Build Monitoring and Evaluation (M & E) System

6.4.2 STRATEGIC OBJECTIVES

Following the strategic priorities outlined above, an analysis was conducted to formulate strategic objectives aimed at addressing key matters requiring prioritization within the planning horizon. The objectives have been summarized under each strategic priority to ensure clear alignment and connection between priorities and objectives.

Table 2: Strategic Objectives of AHA

STRATEGIC PRIORITY	STRATEGIC OBJECTIVES
Strategic Priority No I: Scaling up of financial position and resource mobilization.	<ul style="list-style-type: none"> ▪ Increase membership size. ▪ Achieving 90% of membership fee ▪ Organizing fundraising events ▪ Enhancing foreign and domestic market linkages ▪ Enhancing income generating projects. ▪ Establish Training Center.
Strategic Priority No II: Enhancing Membership Commitment and Service Delivery	<ul style="list-style-type: none"> ▪ Develop members recruitment strategy and retention mechanism. ▪ Raise confidence in service delivery. ▪ Build data base and management of member profiles. ▪ Strengthen AHA’s image and publicity. ▪ Work on to secure commitment of more members.
Strategic Priority No III: Upgrade Implementation Capacity of AHA.	<ul style="list-style-type: none"> ▪ Work on management system within AHA. ▪ Attract additional talent for more engagement. ▪ Improve skills of employees through training and experience sharing to fill implementation gaps. ▪ Put in place technology to enhance services.

Strategic Priority No IV: Enhancing the Accessibility and Visibility of AHA.	<ul style="list-style-type: none"> ▪ Strengthen Public Relations (PR) and Communication. ▪ Uplift engagements with members and stake holders. ▪ Put more efforts on promotion and advertisement of services of AHA.
STRATEGIC PRIORITY	STRATEGIC OBJECTIVES
Strategic Priority No V: Improving Lobby and Advocacy Capacity of AHA.	<ul style="list-style-type: none"> ▪ Pay serious attention for AHA’s big picture. ▪ Work on to attracting more numbers of members in the constituency of AHA. ▪ Walk the talk and being exemplary in execution of significant plans. ▪ Engagement of key stakeholders for more challenging results. ▪ Strengthen advocacy initiatives throughout the association system. ▪ Carry out studies and researches to support the efforts of advocating.
Strategic Priority No VI: Build AHA’s Research and Development Initiatives	<ul style="list-style-type: none"> ▪ Establish an R&D unit to identify trends and best practices in hospitality. ▪ Collaborate with institutions for studies on market demand and efficiency. ▪ Organize events for knowledge-sharing among hotels, fostering innovation. ▪ Systematically collect feedback to prioritize R&D initiatives. ▪ Monitor industry changes and adapt strategies for competitiveness. ▪ Develop partnerships to advocate for R&D investment and talent development. ▪ Create a platform for sharing R&D insights among hotels, driving innovation.
Strategic Priority No VII: Build Strong Monitoring and Evaluation (M & E) System.	<ul style="list-style-type: none"> ▪ Put in place proper planning and supervisions. ▪ Keep big pictures of the chamber and align it with other initiatives. ▪ Properly organize routines activities into more logical units of operations and efficient ways of execution. ▪ Build check and balance mechanism for more and realistic corrective actions.

6.4.3 STRATEGIC INITIATIVES

In order to realize its strategic priorities and objectives, AHA must take the strategic initiatives or actions. These initiatives guide the identification of activities, tasks for annual action planning during the strategic period. In order to understand links or connection between various stages of planning a summary of strategic goals, objectives, and strategic initiatives is presented in the table that follows.

Table 3: Summary of Strategic Goals, Objectives, and Strategic Initiatives

STRATEGIC PRIORITY NO I: SCALING UP OF FINANCIAL POSITION AND RESOURCE MOBILIZATION.		
Strategic Issues	Objectives	Strategic Initiatives (actions)
Weak financial position and resource mobilization/ Wealth creation/	<ul style="list-style-type: none"> ▪ Carry out membership fee study ▪ Achieving 95% of membership fee collection. ▪ Conducting trade fair at City ones and Sub City three times in a year. ▪ Enhancing foreign and domestic market linkages. ▪ Design more income generating projects. 	<ul style="list-style-type: none"> ✓ Organize fund raising events at different levels. ✓ Consult on the suitability of AHA’s practice to enhance membership to raise its financial position. ✓ Implement reliable business plan to raise funds. ✓ Organize trade visit with key business delegates. ✓ Generate and implement projects that benefits AHA, to motivate contribution. ✓ Increase more efforts to work closely with donor agencies. ✓ Establish Center to engage in the industry consultancy business and training services.
STRATEGIC PRIORITY NO II: ENHANCING MEMBERSHIP COMMITMENT AND SERVICE DELIVERY		
Strategic Issues	Objectives	Strategic Initiatives (actions)
Low Membership commitment and service delivery	<ul style="list-style-type: none"> ▪ Develop members recruitment strategy and retention mechanism. ▪ Raise confidence in service delivery. ▪ Build data base and management of member profiles. ▪ Design on how to secure more commitment of members. 	<ul style="list-style-type: none"> ✓ Foster comprehension of the business community's requirements. ✓ Highlight the advantages and services available to AHA members. ✓ Engage in grassroots initiatives to persuade businesses to join. ✓ Enhance leadership involvement and dedication to recruiting more members. ✓ Maintain regular interaction with key stakeholders.

STRATEGIC PRIORITY NO III: UPGRADE IMPLEMENTATION CAPACITY OF AHA.		
Strategic Issues	Objectives	Strategic Initiatives (actions)
Weak institutional capacity within of AHA.	<ul style="list-style-type: none"> ✓ Develop a management system within AHA. ✓ Recruit more talent to boost engagement. ✓ Enhance employee skills through training and sharing experiences to address implementation gaps. ✓ Implement technology to improve service delivery. 	<ul style="list-style-type: none"> ✓ Address identified voids through study outcomes. ✓ Enhance AHA's system and leadership through design and improvement efforts. ✓ Build stronger ties between AHA and universities and research centers. ✓ Enhance human resource management practices. ✓ Boost the commitment of board and staff members. ✓ Utilize experience sharing to extract valuable lessons. ✓ Explore relevant technologies and implement them for operational enhancement.
STRATEGIC PRIORITY NO IV: ENHANCING THE ACCESSIBILITY AND VISIBILITY OF AHA.		
Strategic Issues	Objectives	Strategic Initiatives (actions)
Low Accessibility & Visibility of AHA	<ul style="list-style-type: none"> ▪ Strengthen Public Relations (PR) and Communication. ▪ Uplift engagements with members and stake holders. ▪ Put more efforts on promotion and advertisement of services of AHA. ▪ Acquire land for office and other uses. 	<ul style="list-style-type: none"> ▪ Conduct PR training sessions for staff to enhance communication skills. ▪ Develop a comprehensive PR strategy outlining key messages and target audiences. ▪ Establish regular press releases and media outreach efforts to increase AHA's visibility. ▪ Engage with social media influencers and online communities to amplify AHA's message. ▪ Organize networking events and forums to foster relationships with media outlets and stakeholders. ▪ Monitor media coverage and public perception to adapt PR strategies accordingly. ▪ Establish a dedicated customer service team to address inquiries and concerns promptly. ▪ Secure financing options or funding sources for land acquisition.

STRATEGIC PRIORITY NO V: IMPROVING LOBBY AND ADVOCACY CAPACITY OF AHA.		
Strategic Issues	Objectives	Strategic Initiatives (actions)
Poor mechanism of lobbying and advocacy.	<ul style="list-style-type: none"> ▪ Pay serious attention for AHA’s big pictures. ▪ Walk the talk and being exemplary in execution of significant plans. ▪ Strengthen advocacy initiatives throughout the association system. 	<ul style="list-style-type: none"> Engagement of key stakeholders for more challenging results. ▪ Discuss progresses and limitations for corrective actions. ▪ Carry out studies and researches to support the efforts of advocating. ▪ Promote efforts and initiative taken at every step in AHA. ▪ Foster its relation with business community, government, and other stakeholders ▪ Present results of policy dialogue with evidence.
STRATEGIC PRIORITY NO VI: BUILD AHA’S RESEARCH AND DEVELOPMENT INITIATIVES		
Strategic Issues	Objectives	Strategic Initiatives (actions)
Absence of Research and Development Initiatives in AHA.	<ul style="list-style-type: none"> ▪ Establish an R&D unit to drive innovation and industry insight. ▪ Collaborate with institutions for market research and efficiency studies. ▪ Organize knowledge-sharing events to foster innovation among hotels. ▪ Develop partnerships to advocate for R&D investment and talent development. ▪ Create an online platform for sharing R&D insights and best practices. 	<ul style="list-style-type: none"> ▪ Form an R&D unit with defined goals and resources to drive innovation and insight. ▪ Partner with institutions for relevant market research and efficiency studies. ▪ Host regular knowledge-sharing events to inspire innovation among hotels. ▪ Advocate for R&D investment and talent development through strategic partnerships. ▪ Launch an online platform for sharing R&D insights and best practices.
STRATEGIC PRIORITY NO VI: BUILD STRONG MONITORING AND EVALUATION (M & E) SYSTEM.		
Strategic Issues	Objectives	Strategic Initiatives (actions)
Weak Monitoring, and Evaluation system	<ul style="list-style-type: none"> ▪ Put in place proper planning and supervisions. ▪ Keep big pictures of the chamber and align it with other initiatives. ▪ Properly organize routines activities into more logical units of operations and efficient ways of execution. ▪ Build check and balance mechanism for more and realistic corrective actions. 	<ul style="list-style-type: none"> ▪ Utilize measurable indicators to track progresses: ▪ Designate staff responsible for Monitoring and Evaluation (M&E). ▪ Provide tailored M&E training for AHA-specific contexts. ▪ Implement planning and performance evaluation exercises. ▪ Draw insights from past shortcomings. ▪ Identify performance gaps consistently. ▪ Enhance commitment to discussing and evaluating work execution reports. ▪ Regularly assess AHA’s performance in accordance with strategic documents. ▪ Streamline alignment of strategic concerns with operational tasks.

I. IMPLEMENTATION PLANS AND BUDGETING: IMPLEMENTATION PLANS

The five-year implementation plan along with the estimated budget has been prepared and presented in the sections that follow. This strategic plan will be assumed to be executed over the five years (2024-2028).

Table 4: Five Years High Level Implementation Schedule

STRATEGIC PRIORITIES AND INITIATIVES	INDICATIVE BUDGET	IMPLIMENTATION PERIOD / FROM					IMPLEMENTING BODY	SOURCE
		2024-2028						
		2024	2024	2024	2024	2024		
STRATEGIC PRIORITY NO I: SCALING UP OF FINANCIAL POSITION AND RESOURCE MOBILIZATION.								
Strategic Initiatives (Actions)	3,726,000							
1) Organize fund raising events at different levels.	472,500	xxx	xxx	xxx	xxx	xxx		
2) Consult on the suitability of AHA’s practice to enhance membership to raise its financial position.	81,000	xxx		xxx		xxx		
3) Implement reliable business plan to raise funds.	472,500	xxx	xxx	xxx	xxx	xxx		
4) Organize trade visit with key business delegates.	742,500	xxx	xxx	xxx	xxx	xxx		
5) Generate and implement projects that benefits AHA, to motivate contribution.	337,500	xxx	xxx	xxx	xxx	xxx		
6) Increase more efforts to work closely with donor agencies.	607,500	xxx	xxx					
7) Establish Center to engage in the industry consultancy business and training services.	1,012,500		xxx	xxx				
STRATEGIC PRIORITY NO II: ENHANCING MEMBERSHIP COMMITMENT AND SERVICE DELIVERY								
Strategic Initiatives (Actions)	1,566,675.00							
1) Foster comprehension of the business community's requirements.	438,750	xxx			xxx			
2) Highlight the advantages and services available to AHA members.	168,750		xxx	xxx		xxx		
3) Engage in grassroots initiatives to persuade businesses to join.	141,750	xxx	xxx	xxx	xxx	xxx		
4) Enhance leadership involvement and dedication to recruiting more members.	446,175	xxx	xxx		xxx	xxx		
5) Maintain regular interaction with key stakeholders.	371,250	xxx	xxx	xxx	xxx	xxx		

STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	IMPLIMENTATION PERIOD / FROM					IMPLEMENTING BODY	SOURCE OF FINANCE
		2024- 2028						
		2024	2024	2024	2024	2024		
STRATEGIC PRIORITY NO III: UPGRADE IMPLEMENTATION CAPACITY OF AHA								
Strategic Initiatives (Actions)	4,489,425.00							
1) Address identified gaps through study outcomes.	1,012,500	xxx			xxx			
2) Enhance AHA's system and leadership through design and improvement efforts.	675,000		xxx			xxx		
3) Build stronger ties between AHA and universities and research centers.	749,250	xxx		xxx		xxx		
4) Enhance human resource management practices.	337,500		xxx			xxx		
5) Boost the commitment of board and staff members.	365,175	xxx		xxx	xxx			
6) Utilize experience sharing to extract valuable lessons.	641,250	xxx		xxx	xxx	xxx		
7) Explore relevant technologies and implement them for operational enhancement	708,750		xxx		xxx			
STRATEGIC PRIORITY NO IV: ENHANCING THE ACCESSIBILITY AND VISIBILITY OF AHA.								
Strategic Initiatives (Actions)	1,829,250.00							
1) Conduct PR training sessions for staff to enhance communication skills.	357,750	xxx		xxx		xxx		
2) Develop a comprehensive PR strategy outlining key messages and target audiences.	337,500	xxx						
3) Establish regular press releases and media outreach efforts to increase AHA's visibility.	317,250	xxx	xxx	xxx	xxx	xxx		
4) Engage with social media influencers and online communities to amplify AHA's message.	168,750	xxx	xxx	xxx	xxx	xxx		
5) Organize networking events and forums to foster relationships with media outlets and stakeholders.	337,500	xxx	xxx	xxx	xxx	xxx		
6) Monitor media coverage and public perception to adapt PR strategies accordingly.	141,750	xxx	xxx	xxx	xxx	xxx		
7) Establish a dedicated customer service team to address inquiries and concerns promptly.	168,750	xxx				xxx		

STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	IMPLIMENTATION PERIOD / FROM					IMPLEMENTING BODY	SOURCE OF FINANCE
		2024- 2028						
		2024	2025	2026	2027	2028		
STRATEGIC PRIORITY NO V: IMPROVING LOBBY AND ADVOCACY CAPACITY OF AHA.								
Strategic Initiatives (Actions)	1,626,750.00							
1) Engagement of key stakeholders for more challenging results.	168,750	xxx		xxx		xxx		
2) Discuss progresses and limitations for corrective actions.	101,250	xxx	xxx	xxx	xxx	xxx		
3) Carry out studies and researches to support the efforts of advocating.	303,750	xxx		xxx		xxx		
4) Promote efforts and initiative taken at every step in AHA.	162,000	xxx	xxx	xxx	xxx	xxx		
5) Foster its relation with business community, government, and other stakeholders	438,750	xxx				xxx		
6) Present results of policy dialogue with evidence.	452,250	xxx		xxx		xxx		
STRATEGIC PRIORITY NO VI: BUILD AHA’S RESEARCH AND DEVELOPMENT INITIATIVES								
Strategic Initiatives (Actions)	1,881,360.00							
1) Form an R&D unit with defined goals and resources to drive innovation and insight.	472,500	xxx			xxx			
2) Partner with institutions for relevant market research and efficiency studies.	182,250		xxx			xxx		
3) Host regular knowledge-sharing events to inspire innovation among hotels.	325,350	xxx		xxx		xxx		
4) Advocate for R&D investment and talent development through strategic partnerships.	392,985		xxx		xxx			
5) Launch an online platform for sharing R&D insights and best practices.	508,275	xxx	xxx	xxx	xxx	xxx		

STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	IMPLIMENTATION PERIOD / FROM					IMPLEMENTING BODY	SOURCE OF FINANCE
		2024- 2028						
		2024	2025	2026	2027	2028		
STRATEGIC PRIORITY NO VII: BUILD STRONG MONITORING AND EVALUATION (M & E) SYSTEM.								
Strategic Initiatives (Actions)	717,187.50							
1) Utilize measurable indicators to track progresses:	60,750	xxx			xxx			
2) Designate staff responsible for Monitoring and Evaluation (M&E).	162,810	xxx		xxx		xxx		
3) Provide tailored M&E training for AHA-specific contexts.	108,000	xxx			xxx			
4) Implement planning and performance evaluation exercises.	61,628	xxx	xxx	xxx	xxx	xxx		
5) Draw insights from past shortcomings.	47,250	xxx				xxx		
6) Identify performance gaps consistently.	33,750	xxx				xxx		
7) Enhance commitment to discussing and evaluating work execution reports.	74,250		xxx		xxx			
8) Regularly assess AHA’s performance in accordance with strategic documents.	168,750	xxx	xxx	xxx	xxx	xxx		

II. INDICATIVE BUDGET AND FINANCING

In order to implement the five years strategic plan requires a total of **ETB** amounting **15,836,647.50**. This indicative budget will be allocated for the implementation of all seven strategic priorities planned over the next five years. (See table below).

Table 5: Indicative budget and financing

STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	PERCENT
STRATEGIC PRIORITY NO I: SCALING UP OF FINANCIAL POSITION AND RESOURCE MOBILIZATION.		
Strategic Initiatives (Actions)	3,726,000	100.00
1) Organize fund raising events at different levels.	472,500	12.68
2) Consult on the suitability of AHA’s practice to enhance membership to raise its financial position.	81,000	2.17
3) Implement reliable business plan to raise funds.	472,500	12.68
4) Organize trade visit with key business delegates.	742,500	19.93
5) Generate and implement projects that benefits AHA, to motivate contribution.	337,500	9.06
6) Increase more efforts to work closely with donor agencies.	607,500	16.30
7) Establish Center to engage in the industry consultancy business and training services.	1,012,500	27.17
STRATEGIC PRIORITY NO II: ENHANCING MEMBERSHIP COMMITMENT AND SERVICE DELIVERY		
Strategic Initiatives (Actions)	1,566,675.00	100.00
1) Foster comprehension of the business community's requirements.	438,750	28.01
2) Highlight the advantages and services available to AHA members.	168,750	10.77
3) Engage in grassroots initiatives to persuade businesses to join.	141,750	9.05
4) Enhance leadership involvement and dedication to recruiting more members.	446,175	28.48
5) Maintain regular interaction with key stakeholders.	371,250	23.70

STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	PERCENT
STRATEGIC PRIORITY NO III: UPGRADE IMPLEMENTATION CAPACITY OF AHA	4,489,425.00	100.00
Strategic Initiatives (Actions)		
1) Address identified gaps through study outcomes.	1,012,500	22.55
2) Enhance AHA's system and leadership through design and improvement efforts.	675,000	15.04
3) Build stronger ties between AHA and universities and research centers.	749,250	16.69
4) Enhance human resource management practices.	337,500	7.52
5) Boost the commitment of board and staff members.	365,175	8.13
6) Utilize experience sharing to extract valuable lessons.	641,250	14.28
7) Explore relevant technologies and implement them for operational enhancement	708,750	15.79
STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	PERCENT
STRATEGIC PRIORITY NO IV: ENHANCING THE ACCESSIBILITY AND VISIBILITY OF AHA.	1,829,250.00	100.00
Strategic Initiatives (Actions)		
1) Conduct PR training sessions for staff to enhance communication skills.	357,750	19.56
2) Develop a comprehensive PR strategy outlining key messages and target audiences.	337,500	18.45
3) Establish regular press releases and media outreach efforts to increase AHA's visibility.	317,250	17.34
4) Engage with social media influencers and online communities to amplify AHA's message.	168,750	9.23
5) Organize networking events and forums to foster relationships with media outlets and stakeholders.	337,500	18.45
6) Monitor media coverage and public perception to adapt PR strategies accordingly.	141,750	7.75
7) Establish a dedicated customer service team to address inquiries and concerns promptly.	168,750	9.23

STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	PERCENT
STRATEGIC PRIORITY NO V: IMPROVING LOBBY AND ADVOCACY CAPACITY OF AHA.	1,626,750.00	100.00
Strategic Initiatives (Actions)		
1) Engagement of key stakeholders for more challenging results.	168,750	4.81
2) Discuss progresses and limitations for corrective actions.	101,250	2.89
3) Carry out studies and researches to support the efforts of advocating.	303,750	8.66
4) Promote efforts and initiative taken at every step in AHA.	162,000	4.62
5) Foster its relation with business community, government, and other stakeholders	438,750	12.51
6) Present results of policy dialogue with evidence.	452,250	12.89
STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	PERCENT
STRATEGIC PRIORITY NO VI: BUILD AHA'S RESEARCH AND DEVELOPMENT INITIATIVES	1,881,360.00	100.00
Strategic Initiatives (Actions)		
1) Form an R&D unit with defined goals and resources to drive innovation and insight.	472,500	25.11
2) Partner with institutions for relevant market research and efficiency studies.	182,250	9.69
3) Host regular knowledge-sharing events to inspire innovation among hotels.	325,350	17.29
4) Advocate for R&D investment and talent development through strategic partnerships.	392,985	20.89
5) Launch an online platform for sharing R&D insights and best practices.	508,275	27.02
STRATEGIC PRIORITIES AND INITIATIVES	BUDGET	PERCENT
STRATEGIC PRIORITY NO VII: BUILD STRONG MONITORING AND EVALUATION (M & E) SYSTEM.	717,187.50	100.00
Strategic Initiatives (Actions)		
1) Utilize measurable indicators to track progresses:	60,750	8.47
2) Designate staff responsible for Monitoring and Evaluation (M&E).	162,810	22.70
3) Provide tailored M&E training for AHA-specific contexts.	108,000	15.06
4) Implement planning and performance evaluation exercises.	61,628	8.59
5) Draw insights from past shortcomings.	47,250	6.59
6) Identify performance gaps consistently.	33,750	4.71
7) Enhance commitment to discussing and evaluating work execution reports.	74,250	10.35
8) Regularly assess AHA's performance in accordance with strategic documents.	168,750	23.53

VII. MONITORING AND EVALUATION (M&E)

7.1 Objectives in the context of Monitoring and Evaluation (M&E)

Objectives in the context of Monitoring and Evaluation (M&E) are specific goals that the M&E activities aim to achieve. These objectives guide the design and implementation of M&E processes, ensuring they effectively support the strategic plan of the Addis Ababa Hotels Owners Associations (AHA). Here are detailed notes on these objectives:

- *Ensure Achievement of Strategic Goals:* To monitor and verify that the strategic goals outlined in AHA's strategic plan are being met. Regularly track and measure progress against the specific goals set in the strategic plan.
- *Provide Accountability to Stakeholders:* To demonstrate accountability and transparency to stakeholders, including hotel owners, investors, customers, and regulatory bodies. Ensure stakeholders are informed about the progress and outcomes of the strategic initiatives. For example, regularly publish M&E reports and hold stakeholder meetings to discuss findings and implications.
- *Facilitate Informed Decision-Making:* To provide relevant and timely information to support decision-making by AHA management and members. Use M&E data to inform decisions regarding strategic adjustments and resource allocation. For example, if data shows a decline in customer satisfaction, management can decide to implement targeted training programs for staff.
- *Enhance Organizational Learning and Capacity Building:* To promote a culture of learning and continuous improvement within AHA. Use M&E findings to identify best practices, lessons learned, and areas for improvement. For example, conduct workshops and training sessions to disseminate findings and integrate lessons into future planning.
- *Relevance, Effectiveness, Efficiency, Impact, and Sustainability:* To evaluate the strategic plan in terms of its relevance, effectiveness, efficiency, impact, and sustainability. Conduct comprehensive evaluations to assess various aspects of the strategic initiatives.
- *Identify and Mitigate Risks:* To identify potential risks and challenges that could hinder the achievement of strategic goals and develop mitigation strategies. Proactively monitor for risks and implement strategies to address them. For example, if regulatory uncertainty (frequent change) is identified as a risk, the M&E plan could include contingency measures to mitigate its impact on hotel operations and members' services.
- *Strengthen Stakeholder Engagement:* To enhance the engagement and collaboration of stakeholders through regular feedback and involvement in the M&E process. Involve stakeholders in the design, implementation, and review of M&E activities to ensure their perspectives and needs are considered. For example, conducting stakeholder workshops to gather input on M&E findings and incorporate their feedback into strategic adjustments.

- *Improve Service Delivery and Customer Satisfaction:* To continuously improve the quality of service delivery and customer satisfaction based on M&E insights. Use M&E data to identify areas where service delivery can be enhanced. For example if M&E data shows low satisfaction with members’ services, AHA can implement new service (improved) ones that can satisfy them.
- *Optimize Resource Utilization:* To ensure optimal utilization of resources (financial, human, and material) for achieving strategic objectives. Monitor resource allocation and use to ensure efficiency and effectiveness. For example, tracking budget expenditures against planned activities to prevent overspending and ensure funds are used where they are most needed.
- *Demonstrate Impact and Value:* To demonstrate the impact and value of AHA’s strategic initiatives to stakeholders and the wider community. Show tangible results and benefits derived from the strategic plan to build trust and support. For example, producing case studies and success stories that highlight the positive outcomes of strategic initiatives, such as increased tourism or job creation.

7.2 Designing & Redesigning M & E of AHA

In order to have appropriate tracking mechanism of its progresses and to make corrective action, the AHA must design and redesign monitoring and evaluation (M & E) system in the course of its implementation of this SPM. It helps as instrument to gauge status of work progress during execution period. The monitoring and evaluation of the implementation of this strategic plan should be based on the M&E framework. The framework is expected to set out the M&E objectives, and results expected. It comprises clearly defined performance indicators, frequency of data collection, data source and methodology, responsible body and so on, institutional arrangement and roles, data management and analysis and reporting tools and report dissemination mechanisms.

The management has important roles in redesigning or adjusting ways in which M & E will be carried out. After agreement is reached on the frame work of M & E, the Board of Directors will make close follow up in areas that have strategic impacts on AHA and further corrections. In designing or redesigning, the frame work of M & E the following are key points that must be taken into account. These are: Strategic Priorities and Objectives; Strategic Initiatives; Output of each priority; and Possible outcomes.

7.3 Key Performance Indicator (KPI)

A Key Performance Indicator (KPI) in the strategic planning aspects of the Addis Ababa Hotels Owners Associations is a specific, quantifiable measure used to evaluate the success of the organization in achieving its strategic objectives. KPIs are critical in monitoring progress, identifying areas for improvement, and ensuring that the organization stays on track to meet its goals.

The following are the main indicative KPI and targets under each strategic priority (priority) and Strategic Initiatives (Actions)

Table 5: Key Performance Indicators

PRIORITY NO I: SCALING UP OF FINANCIAL POSITION AND RESOURCE MOBILIZATION.		
Strategic Initiatives	Indicative KPI	Sample Target
1) Organize fund raising events at different levels.	Number of fundraising events organized annually	Organize at least 5 successful fundraising events each year
2) Consult on the suitability of AHA's practice to enhance membership to raise its financial position.	Number of new members acquired through consultation efforts.	Increase membership by 10% annually through targeted consultations.
3) Implement reliable business plan to raise funds.	Amount of funds raised through business plan implementation.	Raise Birr 1,500,000 annually through the execution of the business plan.
4) Organize trade visit with key business delegates.	Number of trade visits organized and participation rate of key business delegates	Organize at least 3 trade visits annually with a participation rate of 80% of invited delegates.
5) Generate and implement projects that benefits AHA, to motivate contribution.	Number of new projects generated and successfully implemented.	Implement at least 2 new projects annually that directly benefit AHA and encourage member contributions.
6) Increase more efforts to work closely with donor agencies.	Number of partnerships or collaborations with donor agencies	Establish at least 4 new partnerships with donor agencies each year
7) Establish Center to engage in the industry consultancy business and training services.	Operational status and utilization rate of the center.	Fully establish the center within the second year and achieve a utilization rate of 75% by the end of the fifth year.
PRIORITY NO II: ENHANCING MEMBERSHIP COMMITMENT AND SERVICE DELIVERY		
Strategic Initiatives	Indicative KPI	Sample Target
1) Foster comprehension of the business community's requirements.	Number of surveys or focus groups conducted annually to understand business community needs.	Conduct at least 4 comprehensive surveys or focus groups each year to gather insights on the business community's requirements.
2) Highlight the advantages and services available to AHA members.	Increase in member engagement and utilization of AHA services.	Achieve a 20% increase in the utilization of AHA services by members annually.
3) Engage in grassroots initiatives to persuade businesses to join.	Number of grassroots initiatives or outreach programs conducted.	Implement at least 6 grassroots initiatives or outreach programs annually, resulting in a 15% increase in new memberships.
4) Enhance leadership involvement and dedication to recruiting more members.	Number of new members recruited through leadership effort.	Leadership to directly contribute to the recruitment of at least 50 new members each year.
5) Maintain regular interaction with key stakeholders.	Frequency of interactions and meetings with key stakeholders.	Hold quarterly meetings with key stakeholders and maintain monthly communication updates.

PRIORITY NO III: UPGRADE IMPLEMENTATION CAPACITY OF AHA

Strategic Initiatives	Indicative KPI	Sample Target
1) Address identified gaps through study outcomes.	Percentage of identified gaps addressed based on study outcomes.	Address at least 80% of identified gaps within two year of study completion.
2) Enhance AHA's system and leadership through design and improvement efforts.	Number of system and leadership improvements implemented.	Implement at least 5 key improvements in AHA's system and leadership annually.
3) Build stronger ties between AHA and universities and research centers.	Number of formal partnerships established with universities and research centers.	Establish at least 3 new partnerships with universities and research centers each year.
4) Enhance human resource management practices.	Improvement in employee satisfaction and retention rates.	Achieve a 10% increase in employee satisfaction scores and reduce employee turnover.
5) Boost the commitment of board and staff members.	Attendance and participation rates in board and staff meetings and activities.	Achieve 90% attendance and active participation in board and staff meetings and activities.
6) Utilize experience sharing to extract valuable lessons.	Number of experience-sharing sessions conducted and lessons documented.	Conduct at least 4 experience-sharing sessions annually and document key lessons learned from each session.
7) Explore relevant technologies and implement them for operational enhancement	Number of new technologies adopted and successfully integrated into operations.	Adopt and integrate at least 3 new technologies annually to enhance operational efficiency.

PRIORITY NO IV: ENHANCING THE ACCESSIBILITY AND VISIBILITY OF AHA.

Strategic Initiatives (Actions)	Indicative KPI	Sample Target
1) Conduct PR training sessions for staff to enhance communication skills.	Number of PR training sessions conducted annually.	Conduct at least 4 PR training sessions for staff each year.
2) Develop a comprehensive PR strategy outlining key messages and target audiences.	Completion and implementation of a PR strategy document.	Develop and implement a comprehensive PR strategy within 6 months.
3) Establish regular press releases and media outreach efforts to increase AHA's visibility.	Number of press releases issued and media mentions per quarter.	Issue at least 3 press releases per quarter.
4) Engage with social media influencers and online communities to amplify AHA's message.	Number of collaborations with social media influencers and online community engagements.	Partner with at least 5 social media influencers and engage with 5 online communities annually.
5) Organize networking events and forums to foster relationships with media outlets and stakeholders.	Number of networking events and forums organized annually.	Organize at least 3 networking events or forums each year.
6) Monitor media coverage and public perception to adapt PR strategies accordingly.	Frequency of media coverage analysis and public perception reports.	Conduct media coverage analysis and public perception reporting quarterly.
7) Establish a dedicated customer service team to address inquiries and concerns promptly.	Average response time to customer inquiries and concerns	Achieve an average response time of less than 24 hours for customer inquiries and concerns

STRATEGIC PRIORITY NO V: IMPROVING LOBBY AND ADVOCACY CAPACITY OF AHA.		
Strategic Initiatives (Actions)	Indicative KPI	Sample Target
1) Engagement of key stakeholders for more challenging results.	Number of stakeholder engagement activities conducted annually.	Conduct at least 6 stakeholder engagement activities each year.
2) Discuss progresses and limitations for corrective actions.	Frequency of progress review meetings and action plans developed.	Hold quarterly progress review meetings and develop action plans within 2 weeks of each meeting.
3) Carry out studies and researches to support the efforts of advocating.	Number of studies and research reports published annually.	Publish at least 4 studies and research reports each year to support advocacy efforts.
4) Promote efforts and initiative taken at every step in AHA.	Number of promotional activities (e.g., newsletters, social media posts, events) conducted annually.	Conduct at least 12 promotional activities each year, with monthly updates on initiatives and efforts.
5) Foster its relation with business community, government, and other stakeholders	Number of formal partnerships and collaborative projects established annually.	Establish at least 5 new partnerships or collaborative projects each year with business community, government, and other stakeholders.
6) Present results of policy dialogue with evidence.	Number of policy dialogue presentations made with supporting evidence	Present at least 3 policy dialogues with comprehensive evidence each year.
PRIORITY NO VI: BUILD AHA'S RESEARCH AND DEVELOPMENT INITIATIVES		
Strategic Initiatives (Actions)	Indicative KPI	Sample Target
1) Form an R&D unit with defined goals and resources to drive innovation and insight.	Establishment and operationalization of the R&D unit.	Form the R&D unit within 6 months, with clear goals and allocated resources.
2) Partner with institutions for relevant market research and efficiency studies.	Number of formal partnerships established with research institutions annually.	Establish at least 3 new partnerships with research institutions each year.
3) Host regular knowledge-sharing events to inspire innovation among hotels.	Number of knowledge-sharing events hosted annually.	Host at least 4 knowledge-sharing events each year.
4) Advocate for R&D investment and talent development through strategic partnerships.	Amount of investment secured for R&D and talent development.	Secure at least 300,000 in R&D investment annually.
5) Launch an online platform for sharing R&D insights and best practices.	Number of R&D insights and best practices shared on the platform annually.	Share at least 20 R&D insights and best practices each year.

PRIORITY NO VII: BUILD STRONG MONITORING AND EVALUATION (M & E) SYSTEM.

Strategic Initiatives (Actions)	Indicative KPI	Sample Target
1) Utilize measurable indicators to track progresses:	Number of measurable indicators identified and incorporated into monitoring systems	Define and implement at least 10 measurable indicators for tracking progress within the first quarter
2) Designate staff responsible for Monitoring and Evaluation (M&E).	Establishment of designated M&E roles within the organization	Assign dedicated M&E responsibilities to at least 2 staff members within the first month
3) Provide tailored M&E training for AHA-specific contexts.	Completion rate of tailored M&E training programs	Achieve a 100% completion rate for tailored M&E training programs within the first six months
4) Implement planning and performance evaluation exercises.	Completion of planning and performance evaluation exercises	Conduct quarterly planning and performance evaluation exercises and reports throughout the year
5) Draw insights from past shortcomings.	Number of lessons learned sessions held	Conduct at least 2 lessons learned sessions annually to analyze past shortcomings and identify improvements
6) Identify performance gaps consistently.	Frequency of performance gap identification	Identify and address performance gaps on a monthly basis through regular reviews and analysis
7) Enhance commitment to discussing and evaluating work execution reports.	Participation rate in work execution report discussions	Achieve a 90% participation rate in work execution report discussions during monthly meetings
8) Regularly assess AHA's performance in accordance with strategic documents.	Frequency of performance assessments in alignment with strategic documents	Conduct quarterly performance assessments aligned with strategic documents to ensure progress tracking and alignment